

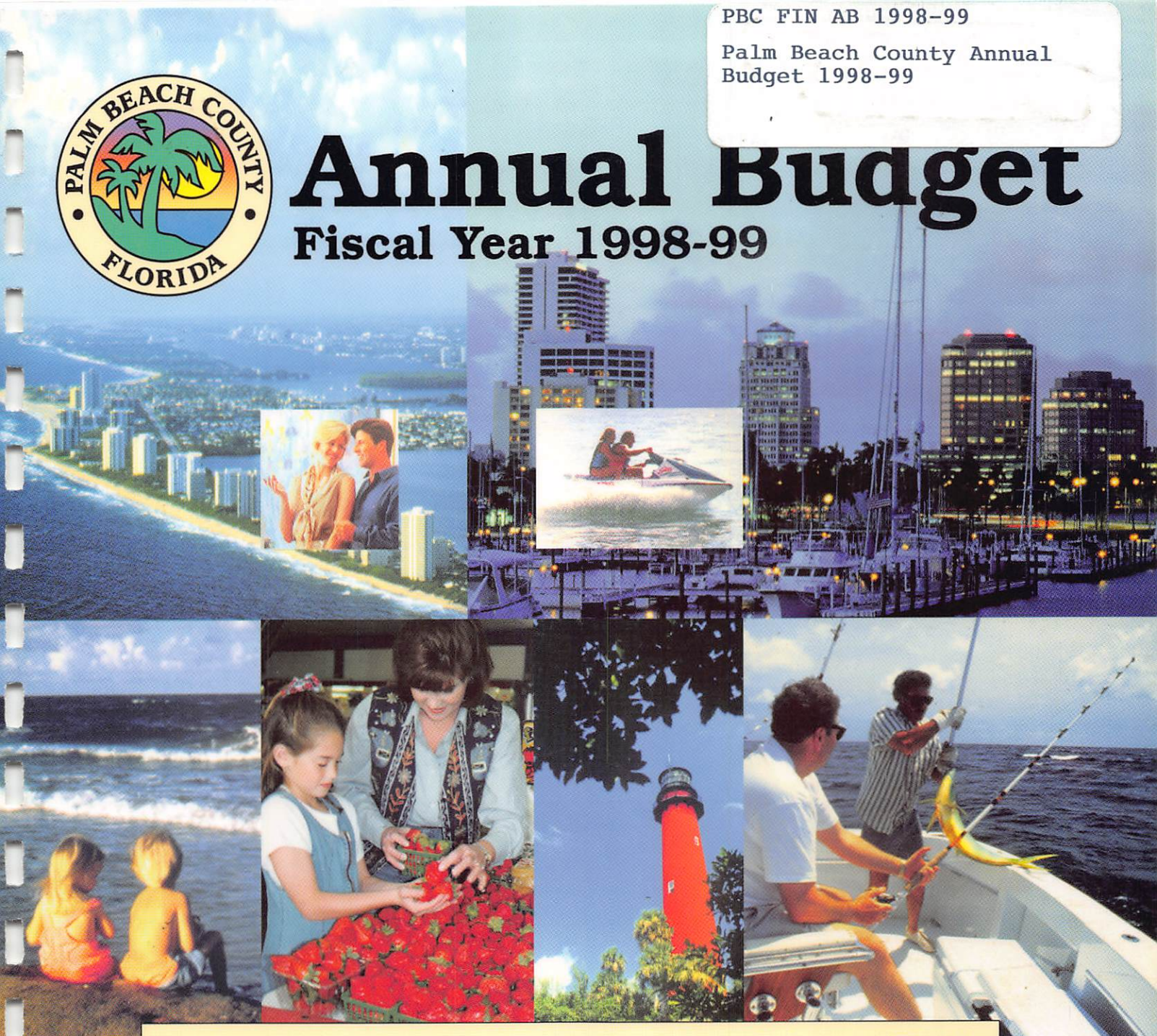


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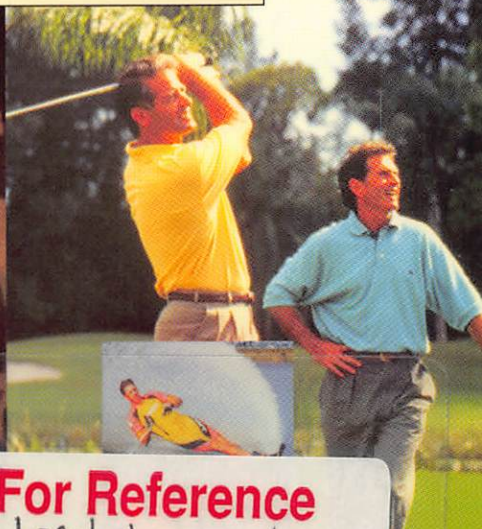
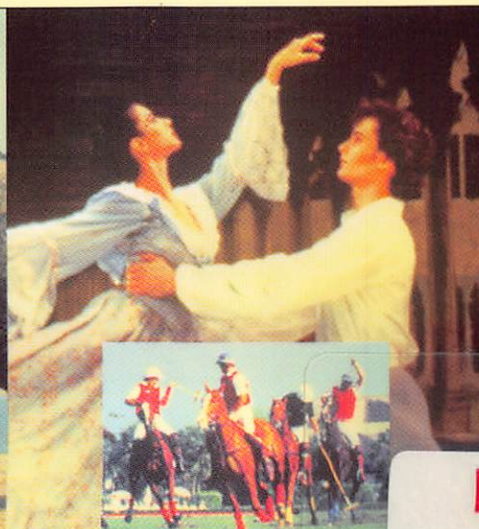
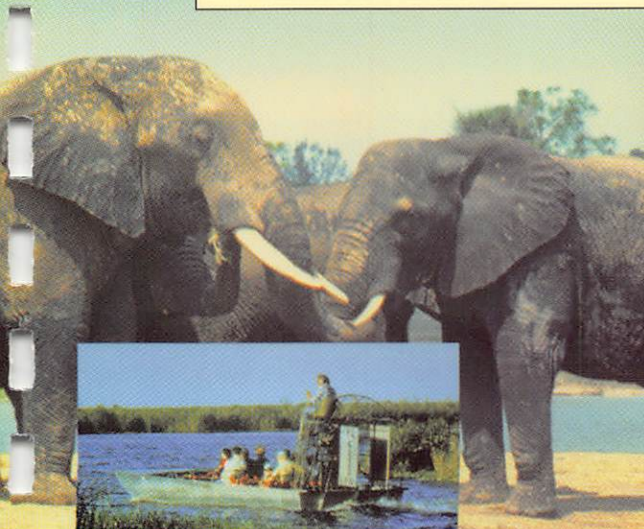
Palm Beach County Annual
Budget 1998-99

Annual Budget

Fiscal Year 1998-99



Board of County Commissioners of Palm Beach County, Florida



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

**PRESENTED TO
Palm Beach County,
Florida**

**For the Fiscal Year Beginning
October 1, 1997**

Linda M. Savitsky
President

Jeffrey L. Esser
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Palm Beach County Board of County Commissioners, Florida for its annual budget for the fiscal year beginning October 1, 1997.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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How to Use The Budget Document

The Palm Beach County Budget Document is divided into the following major sections:

County Administrator's Budget Message

This section provides an overview of the entire budget and highlights how the County is responding to the needs of our community and the Board of County Commissioners' policy direction.

Introduction

This section provides general information about the County, its budget philosophy and process, and other general information.

Budget Summary Information

This section provides a quick reference to basic budget information in a summary format. Tables, charts, and graphs show an overall picture of the County's budget from several perspectives: budget assumptions describe various factors affecting the budget; and, information is provided relating to the County's major revenue source - property taxes.

Board Departments/Agencies

This section of the County's budget presents departments/agencies reporting to the Board of County Commissioners and contains information about County activities and expenditures.

Constitutional Officers

This section presents the budgets of the independently elected officials (other than the Board of County Commissioners), i.e., Clerk of the Courts, Sheriff, Supervisor of Elections, Tax Collector, Property Appraiser, Judiciary, State Attorney, and Public Defender.

Budget by Fund

This section lists all funds by fund type, shows that each group of funds is balanced in accordance with Florida statutory requirements and shows the budget for each fund.

Capital Improvement Program

This section highlights the County's capital improvement expenditures and provides an overview of the capital needs, as well as proposed financing sources.

Debt Service

This section highlights the County's budgeted debt service expenditures and provides an overview of the projected debt service needs through FY 2002-03.

Appendices

This section contains general reference including: a glossary; financial policies (which form the foundation of the County's budget development and financial management processes); explanation of fund structure and governmental accounting; information about revenue sources and property taxes; and a summary of grant funding, showing incoming and outgoing grants.

Acknowledgments

Special recognition is given to the following individuals for their efforts in coordinating and preparing the FY 1998-99 Budget.

Office of Financial Management & Budget (in alphabetical order):

Sharon Bell	Financial Analyst II
Joseph Bergeron	Assistant Budget Director
Elizabeth Bloeser	Budget Director
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Lee Ellen Dascott	Senior Secretary
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Michael Martz	Financial Analyst II
Michael Meredith	Financial Analyst III
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Richard Roberts	Director, OFMB
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Eugene Villanueva	Financial Analyst II
Robert Ward	Financial Analyst II

Special thanks to:

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for their early and continuous involvement in the budget process.

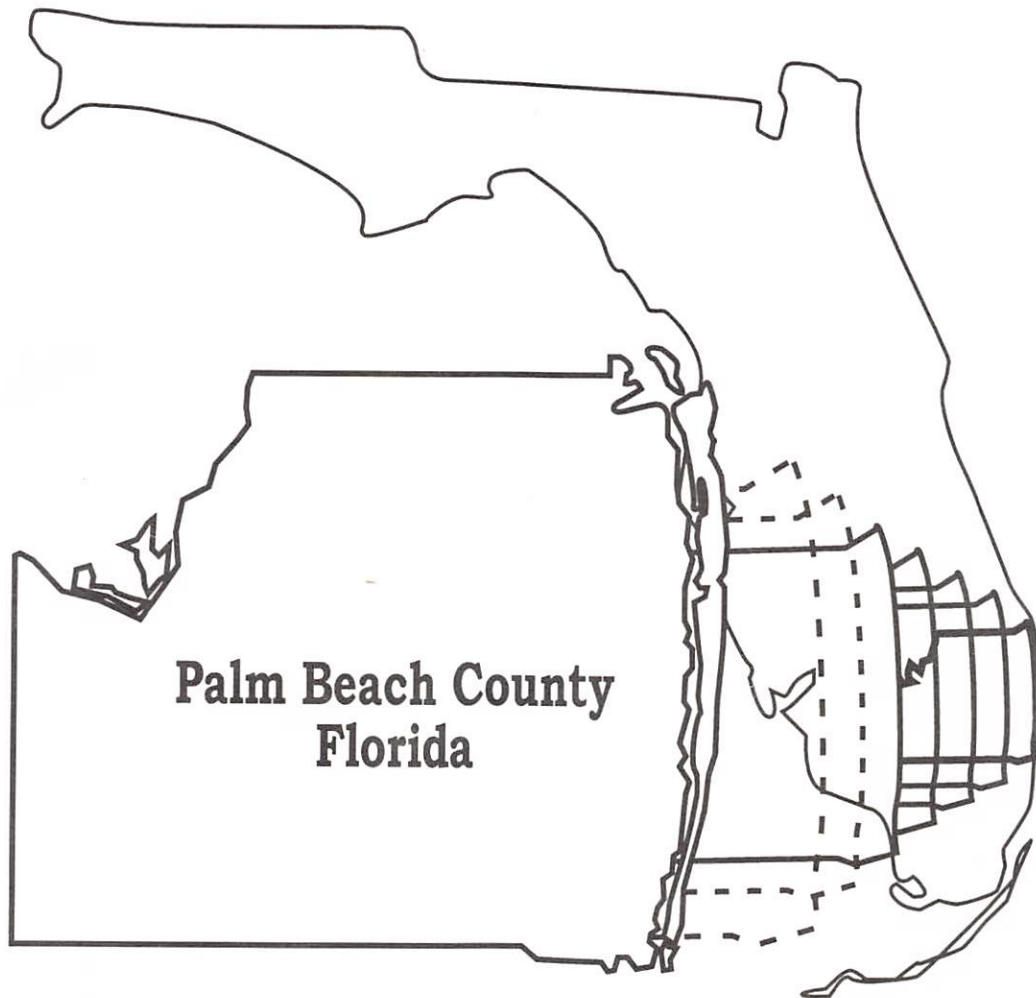
County Administrator and Assistant County Administrators

for their expanded participation in this year's budget process.

Department Heads and Their Staff

for their extraordinary effort in formulating the budget.

Budget Message





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Palm Beach County Board of County Commissioners

Maude Ford Lee, Chair

Warren H. Newell, Vice Chairman

Karen T. Marcus

Carol A. Roberts

Mary McCarty

Burt Aaronson

Tony Masilotti

County Administrator

Robert Weisman

TO: Maude Ford Lee, Chair
and Members of the Board of County Commissioners

FROM: Robert Weisman
County Administrator

A handwritten signature in black ink, appearing to read "Robert Weisman".

DATE: December 7, 1998

SUBJECT: Adopted Budget - Fiscal Year 1998-99

I am pleased to present the adopted budget for FY 1998-99. This budget is based on a countywide millage rate of 4.6000 mills, 3.07% over roll-back.

During last year's budget preparation process the Board took a longer term budgeting focus by establishing five-year financial projections. This budget reflects the second year of the five-year plan. In developing the budget for FY 1998-99, staff proceeded on the basis of prior Board direction and on the five-year forecast. These projections are the basis for holding the countywide millage rate at 4.6 mills. Balancing the budget with this millage rate was challenging and required difficult funding decisions. However, the task was accomplished while maintaining the level and quality of services expected by the citizens of Palm Beach County, the goal of the five-year plan.

Additionally, this proposed budget maintains the level of undesignated reserves and fund balances which is indicative of the strong financial position of the County. Palm Beach County's AA bond rating places it among the elite of Florida's local governments in terms of creditworthiness. In order to keep that rating, it is essential that adequate reserves and fund balances be maintained.

The budget message summarizes the results of the budget process, key issues, and highlights major changes from last year's budget.

Budget, Millage, and Taxes

The FY 1998-99 budget totals \$1,985,821,738 an increase of \$64.7 million, or 3.4% over the FY 1997-98 adopted budget. The net operating

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budget, which excludes capital, debt service (and related reserves), internal service charges, and interfund transfers, is \$918.0 million, an increase of \$53.4 million, or 6.2% from FY 1997-98.

Proposed taxes in comparison to roll-back are summarized in the following table.

Taxing District	Millage Rate	Roll-back Calculation
Countywide	4.6000	above roll-back by \$ 8,659,652 (3.07%)
Library	0.5246	above roll-back by 1,281,514 (7.46%)
Fire-Rescue:		
Main MSTU	2.7819	above roll-back by 6,657,259 (10.69%)
Jupiter MSTU	1.9962	above roll-back by 274,720 (5.23%)
Glades Regional MSTU	0.9594	above roll-back by 112,720 (17.34%)
Aggregate	6.0819	above roll-back by 16,985,865 (4.62%)

Property Values

The estimated taxable value used in calculating millage rates for FY 1998-99 is \$63.220 billion, an increase of \$3.236 billion, or 5.4%, over the 1997 valuation. The net increase consists of new construction of \$1.515 billion and an increase of \$1.721 billion due to the revaluation of existing property. The overall increase of 5.4% is up slightly from the 4.8% increase last year.

Budget Preparation Guidelines

The review and adoption of the annual budget is one of the most important policy-making responsibilities of the Board of County Commissioners. The budget establishes priorities among competing governmental services and establishes levels of services that are within the fiscal capabilities of the County.

The budget development process began early in 1998 with the identification of key assumptions and update of budget forecasts. Instructions for preparing the budget were set forth in the Budget Instruction Manual which was distributed to County departments in February 1998. The following general guidelines were established:

- budgeted contingency amounts will be limited to FY 1997-98 levels;
- new positions should be prioritized and detailed justification should be provided; new positions are to be budgeted at 75% of the annual cost;
- any increases in the base budget must be justified by the department and approved by the Management Team; and
- supplemental funding requests should be limited to those items previously identified in the department's five-year projections or specifically approved by the Management Team.

Requests for new funding in the operating and capital budgets were carefully reviewed and prioritized by the Office of Financial Management and Budget and the Management Team. Detailed information including recommended departmental funding increases, capital projects, and reserves was presented to the Board during a budget workshop on June 3, 1998. In addition, staff and the Board reviewed major assumptions, salary policy, and supplemental funding requests.

Major Changes in Countywide Tax Equivalent Funding: 1999 Compared to 1998

The following table provides a summary of the areas that have significantly different funding levels in FY 1998-99.

Budget Factor	Impact on Ad Valorem Requirements (in million of dollars)	
	Increase	Decrease
Additional taxes from new construction and revaluation		\$14.1
Net increase in reserves	\$1.6	
Sheriff's budget, net	9.8	
Other Constitutional Officers, net, (reduction in DP charges)		2.0
Judicial	1.2	
Board departments and agencies	6.9	
Non-departmental operations	5.5	
Debt Service	1.2	
Increase in Economic Development funding	1.0	
Capital projects		1.0
Increase in major revenues		6.3
Increase in other revenues		0.7
Estimated impact of statutory reserve requirement	1.3	
Increase in beginning balances brought forward		4.4

Following is a discussion of the major budget factors listed in the preceding table.

Additional Taxes from New Construction and Revaluation - Increased ad valorem tax revenue of \$14.1 million (net of statutory reserves) will be generated from additional property values. Increases of \$1.721 in revaluations and \$1.515 in new construction brought total assessed value to \$63.220 billion for 1998.

Net Increase in Reserves - The Reserve for Balances Forward has increased over the previous fiscal year. It is necessary to maintain undesignated reserves for financial emergencies and is considered an indication of the financial health of the community by bond rating agencies.

Sheriff's Budget - The Sheriff's budget represents a 5.6% increase in ad valorem equivalent funding. The proposed budget includes salary increases of 4.5% based on performance plus a cost of living increase based on the CPI. Primary initiatives to be undertaken in FY 1998-99 include opening a new West Boca Substation, establishing the Eagle Academy for youth at risk, and creating a more effective Human Resource Unit.

Other Constitutional Officers - Included in this category are the following offices:

- The **Property Appraiser's** budget is estimated to be \$16.5 million. The general fund portion is \$13.7 million, a decrease of \$258,000 from FY 1997-98. The cost decrease is the result of a revised billing methodology being implemented for internal service charges by the Information Systems Services (ISS) Department.
- The **Supervisor of Elections'** budget increased \$480,045 over the prior year. This is the result of an additional election scheduled in FY 1998-99.
- The **Tax Collector's** budget is based on proposed taxes and fees determined by statute. This budget increased approximately \$1.5 million over the previous fiscal year.
- The **Clerk of the Courts'** budget decreased \$1.5 million, due in large part to a decrease in ISS charges. This cost decrease is the result of a revised billing methodology being implemented.

Judicial - This increase has three components. **Court Administration** submitted supplemental requests for five new positions to handle child support cases and \$100,000 for court appointed attorneys. The **State Attorney** requested new computer hardware and software, and additional budget for operating expenses. The **Public Defender's** budget includes funding for continuation of a special public defender program which began in 1997 and additional computers.

Board Departments and Agencies - Funding increases and decreases for each Board department are highlighted in the budget document under each Department Summary section titled "Significant Changes From Prior Year."

Non-Departmental Operations - The increase in non-departmental operations is primarily due to a change in the budgeting method for ISS enterprise costs. In prior years, normal operating costs were allocated to individual departments and Constitutional Officers. For FY 1998-99, these costs are budgeted in non-departmental operations. Additionally, budget of \$175,000

has been established for a Community Cultural Program. Of this amount, \$125,000 was funded by five commissioners who agreed to reallocate \$25,000 each from their district recreation assistance program. The remaining \$50,000 was funded from General Fund reserves. These funds will be matched dollar-for-dollar by the Cultural Council for grants in the areas of children's and multicultural activities.

Debt Service - Funding requirements will be greater in FY 1998-99 because of lower fund balances available for payment of debt service.

Increase in Economic Development Funding - Funding of the Economic Development program was re-established in FY 1998-99. Stimulating economic development will create job opportunities, diversify the local economy and increase the tax base.

Capital Projects - A total of \$9.1 million in ad valorem funding is required for FY 1998-99 capital projects. This is less than last year as balances forward and reserves are available to offset the current year ad valorem requirement. Proposed projects include \$1.275 million in recreation assistance funding and \$600,000 for beaches.

Increases in Major Revenues - Increases are budgeted in state shared revenue, sales tax, gas tax, and franchise fees. Further discussion on major revenues follows.

Increase in Other Revenue - Increases in this category include revenues from fines and forfeitures and occupational licenses.

Estimated Impact of Statutory Reserves - This revenue reserve represents the 5% statutory requirement applicable to most tax and tax-equivalent revenue categories.

Increase in Beginning Balances Brought Forward - The change in carryover is primarily due to higher than anticipated sales taxes and state shared revenues in FY 1997-98.

Revenues

Palm Beach County maintains a strong reliance on the major revenue sources shown on the following table. Increasing revenues from the Half Cent Sales Tax indicate a strong economy and population growth. The rise in State Revenue Sharing Program receipts is primarily due to growth in the State's intangible tax and is affected by such factors as investment in stocks and bonds. Revenues from franchise fees and utility taxes, predominantly electricity and telecommunications, are subject to the weather and rate adjustments. Gasoline tax includes the Constitutional Gas Tax and the County Gas Tax which are used to fund operation and maintenance costs in the County Transportation Trust Fund, as well as road construction and acquisition. Overall, major revenues are budgeted to grow by almost 5% next fiscal year.

Growth is anticipated in the major revenue categories as the following chart indicates.

Revenue Category	FY 1998 Budget	FY 1999 Budget	% Change Budget-to- Budget
Gas Tax	\$10,347,000	\$10,660,000	3.0%
Half Cent Sales Tax	50,800,000	53,842,000	6.0%
Franchise Fees	17,306,000	18,495,500	6.9%
Utility Taxes	36,120,000	36,624,000	1.4%
State Shared Revenues	24,086,500	25,635,000	6.4%
Total	\$138,659,500	\$145,256,500	4.8%

Size of the Workforce

The FY 1998-99 budget provides for 8,603 positions, of which 4,811 are funded in departments controlled by the Board of County Commissioners. Board departments have added 124 new positions, almost half of which are required for maintaining and staffing new parks and facilities and fire stations and for major ISS projects. Thirty-one of the 124 additional positions were added during FY 1997-98. The Constitutional Officers' employee complement increased by a net of sixty positions from the FY 1997-98 budget. The Sheriff's Office position count increased by sixty-six (including thirteen positions transferred from the Board's Weed & Seed program), the Tax Collector added three positions and the Clerk cut a net of nine positions. Court Administration's employee complement increased by nine positions: four were added in FY 1997-98 and five are planned for FY 1998-99.

Capital Projects

This budget provides for future needs through capital investments that will result in new and improved libraries, parks, public buildings, and transportation projects. The FY 1998-99 Capital Improvement Program totals \$645.2 million. The largest component is \$195.7 million which is budgeted for the Road Program.

New funding in FY 1998-99 totals \$226.2 million, of which \$9.1 million is funded by ad valorem taxes. Other funding sources include gas tax (\$28.1 million), bond proceeds (\$30.8 million), impact fees (\$27.7 million), interest earnings (\$14.8 million) and enterprise revenues (\$81.9 million).

Major new projects or funding (stated in millions of dollars) include:

- \$ 7.1 Information Systems projects including CJIS/CIVIS, WAN, and Y2K compliance
- \$15.0 800 MHZ Trunked Radio System
- \$ 1.0 Year 2000 Public Buildings Modifications
- \$ 7.9 Parks and Recreation projects, including West Boca District "E"
- \$ 1.2 West Boynton Beach Library Branch expansion
- \$ 18.6 Airports projects
- \$ 22.8 Water Utilities projects
- \$ 16.8 Environmentally Sensitive Lands

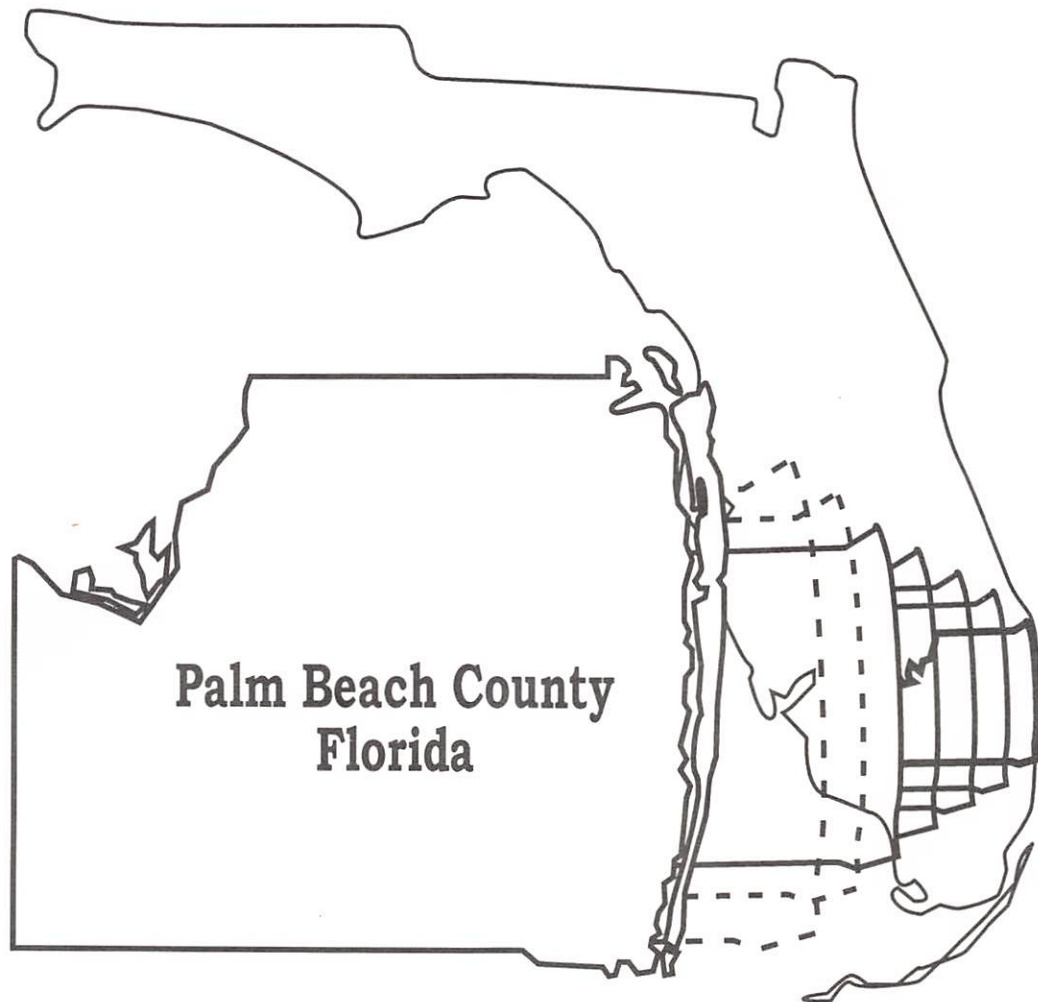
Summary

The strategies utilized during the budget preparation process achieve the Board directive of maintaining adequate reserves and holding the countywide millage rate at 4.6 mills. Although most service levels were not increased, all County programs currently funded will continue to serve an ever-increasing population. Projections indicate a slow, steady growth in major revenues and property values, but population, growth, service demands such as for law enforcement, and State and Federal mandates will continue to make future budgets a challenge.

I would like to thank the Management Team, individual departments and the Office of Financial Management and Budget for their hard work and diligence to make this budget process a successful one. I would also like to thank the Board of County Commissioners for their leadership and responsibility.



Introduction



Information About Palm Beach County

Located on the southeast coast, Palm Beach County is the largest of Florida's sixty-seven counties. The County's 2,268 square miles include 2,023 square miles of land and 245 square miles of surface water, making it the largest county east of the Mississippi River.

The surface water areas include the Intracoastal Waterway and approximately one-third of Lake Okeechobee. Lake Okeechobee is the largest freshwater lake in the state and the largest in the United States except for the Great Lakes. The County has 45 miles of shoreline and is 53 miles wide.

Palm Beach County's climate has enhanced its image as a location that provides a high quality of life to its residents. The average temperature is 74.9 degrees with an average of 82.0 degrees in the summer and 66.7 degrees in the winter. The wet season extends from June through October, with an average annual rainfall of 61.7 inches.

Close to several major Florida cities, central Palm Beach County is about one hour north of Fort Lauderdale, one and one-half hours north of Miami, and two and one-half hours south of Orlando.

History

The first settlers in what is now Palm Beach County were Indian tribes such as the Tequesta, Jeaga, Caloosa and later the Seminoles. The next settlers arrived in 1860 when the Jupiter Lighthouse was built to aid sailors navigating the Atlantic Ocean.

Homesteading began in the late 1800's with the majority of the settlers coming to the area to farm. Early farmers found the soil to be highly productive and earned most of their income by growing vegetables for the northern winter market.

The late 1800's also marked the beginning of the tourism industry. Transportation improvements, particularly to the railroad system, provided easier access to the area. Hotels to serve tourists were constructed, along with the first winter homes for seasonal residents.

In 1892, Henry Flagler visited Palm Beach and decided to build a large resort hotel, the Royal Poinciana, and extend the Florida East Coast Railroad to West Palm Beach from Jacksonville. These developments made Palm Beach the nation's premier winter resort. Flagler considered the mainland area a perfect satellite location to service his resort and a good place for his workers to live. This area was incorporated as West Palm Beach in 1894.

Other cities, such as Linton and Boynton Beach, were established soon after West Palm Beach. Linton was founded in 1894 by William S. Linton, the postmaster of Saginaw, Michigan. He and a friend purchased 160 acres of land and sold it in five-acre tracts through ads in Michigan newspapers. In 1901 they renamed the town Delray Beach, after a Detroit suburb. Boynton Beach was founded in 1895 when Civil War officer Major Nathan S. Boynton built a 50-room resort hotel on the beach. One year later the railroad came through on its way to Miami.

The State Legislature established Palm Beach County as Florida's 47th County on July 1, 1909. Prior to that time, the area was part of Dade County. Palm Beach County originally encompassed Lake Okeechobee and the areas that became Broward County in 1915, Okeechobee County in 1917, and Martin County in 1925. In 1963, the State of Florida partitioned Lake Okeechobee among all of the counties that border it.

The first County Commission meeting was held July 6, 1909 and West Palm Beach was designated the County Seat. By 1910, the County's population had grown to more than 5,500 residents.

The entire County experienced tremendous growth and development following World War I. The building and population increase produced a great land boom in the early 1920's. Contributing to the land boom were the climate, an increase in the use of the automobile and a growing network of roads. The State encouraged the influx of new residents during the period by promising never to pass state income or inheritance taxes. The 1926 Florida Land Bust, the 1926 and 1928 hurricanes, and the 1929 stock market crash drastically affected the local economy, but these events did not stop growth entirely due to the prior establishment of major transportation facilities.

World War II brought many changes to the County, including air bases and new jobs. After the war, Grace Morrison Field was expanded and became Palm Beach International Airport. During the same time period, small specialized businesses, many electronic-oriented, joined industrial giants like Pratt-Whitney and IBM in establishing plants in Palm Beach County.

The County remained largely undeveloped through the 1950's as evidenced by a 1960 population of less than 250,000. Although some citizens felt that it had lost its natural, unspoiled quality, many leaders welcomed urbanization and actively promoted growth and development.

In the late 1960's and early 1970's large numbers of middle and upper income retirees began to move to Florida, prompting developers to build new subdivisions and cities. During this same period, the advent of air conditioning greatly enhanced the living and working environment, further increasing the pace of development.

Throughout the 1980's, the economy and the construction industry thrived as the population grew by approximately 5% per year. The national recession that occurred in the early 1990's reduced the County's growth rate to an average of approximately 2% annually. The County's estimated population for FY 1998-99 is 1,041,828 and is expected to continue to increase by at least 20,000 + residents each year.

Form of Government

As a result of the November 6, 1984 general election, Palm Beach County became a Home Rule Charter County on January 1, 1985. This "Home Rule" allows residents, through their elected commissioners, greater independence in determining how their County government will function and what services it will provide. Major advantages resulting from changing to this form of government include:

- allowing the County to pass its own ordinances and laws as long as they do not conflict with state and federal laws;
- providing initiative procedures that allow voters to create, modify and amend local

laws;

- providing a process to modify or amend the Charter; and
- providing voters with a process to recall County Commissioners for cause.

The Board of County Commissioners, which is the legislative branch of County government, adopts ordinances and resolutions to establish programs that protect and maintain the health, safety and welfare of County residents. In 1990, the Board changed from five at-large Commissioners to seven, each representing a single-member district. Each Commissioner is elected to a four-year term by voters in the district in which they reside. Every two years, Commissioners elect a Chair to preside over meetings and serve as ceremonial head of the County. A Vice Chair is also selected to assume these duties in the absence of the Chair.

The County Commission considers major problems facing County government and guides the growth and development of the County consistent with the public interest. Major areas of public interest under the control of the Board include:

- provision of fire protection and disaster relief services;
- construction and maintenance of County buildings, roads and bridges;
- provision of programs of housing, community development, slum clearance, conservation, flood and beach erosion control and air pollution control;
- adoption and enforcement of building and housing codes and regulations;
- preservation of natural resources;
- preparation, review and periodic amendment of the Comprehensive Land Use Plan for the development of the unincorporated portion of the County; and
- provision of cultural and recreational facilities and programs.

Additionally, the Board may enter into agreements with other governmental agencies for the joint performance of duties.

The Commission appoints the Chief Executive Officer, i.e., the County Administrator, who implements Board-approved programs and manages the day-to-day operations of County government. With Commission approval, the County Administrator appoints Assistant County Administrators and Department Directors.

The County's Departments under the County Administrator are organized into two groups: General Operations Departments, which provide direct services to residents; and Central Services Departments.

General Operating Departments include:

Airports
Community Services
County Cooperative Extension Services
County Library
Engineering & Public Works
Environmental Resources Management
Fire-Rescue
Housing & Community Development
Palm Tran
Parks & Recreation
Planning, Zoning & Building
Public Safety
Tourist Development
Water Utilities

Central Services Departments include:

County Administration
County Attorney
Employee Relations & Personnel
Facilities Development & Operations
Financial Management & Budget
Information Systems Services
Internal Audit
Public Affairs
Purchasing
Risk Management

In addition to the County Administrator, the Board of County Commissioners appoints County residents to serve as volunteers on various citizens' boards, commissions, committees and councils. These groups are established for advisory and/or regulatory purposes. State law creates some advisory boards, while others are formed by the County Commission to meet special needs and to help solve the challenging issues facing County government.

Constitutional Officers and the Judiciary are the County Officials, other than the County Commissioners, who are elected by the voters. The Clerk of the Circuit and County Courts, Property Appraiser, Sheriff, Supervisor of Elections, Public Defender, State Attorney and the Tax Collector are the Constitutional Officers elected to four-year terms in general elections.

Palm Beach County is not a consolidated or "metro" form of government. The Palm Beach County School System is governed by a non-partisan elected School Board and operates under the direction of a School Board-Appointed Superintendent. The County Commission has no jurisdiction over the School Board.

The South Florida Water Management District, Children's Services Council, Health Care District, Drainage Districts, Inlet Districts and municipalities within the County also are not under the authority of the Board of County Commissioners.

Economic Trends

Palm Beach County is Florida's largest county in area, third in population and ninth in density. Growth has been the major influencing factor of the County in the last several years. Population has increased approximately 2% annually since 1990, compared to double and triple that rate in the 1980's. The total non-exempt property valuation has increased 20.1% in the last five years.

Tourism and agriculture, together with the related service industries, are the leading sources of income for the County's residents. The "Glades" region is one of the nation's most productive agriculture areas. Palm Beach County is the largest agricultural county in Florida and the fourth largest in the United States, with annual sales in excess of \$2 billion. The County government is making a concentrated and continuing effort to increase the number of visitors to our area each year. Manufacturing, primarily electronics and other high tech products, also plays an important role in the County's local economy.

The County's labor force of approximately 482,000 earns a per capita income that is almost 156% of the national average. The largest employers in the County are:

Company	Produce/Service	Employees*
School Board	Education	16,800
Palm Beach County	Government	9,000
Pratt & Whitney	Jet Engines	5,100
Columbia PB Healthcare System Inc.	Health Care	4,000
Intracoastal Health Systems	Health Care	3,200
Motorola	Electronic Pagers	3,200
Florida Power & Light	Utility	2,300
Flo Sun Inc.	Agriculture	2,300
Boca Raton Resort & Club	Hotel	1,850
Bethesda Memorial Hospital	Health Care	1,600

*Rounded

Property Taxes

Property taxes are a lien on all taxable property as of January 1 of each year. Taxes are due November 1 and are payable by April 1 of the following year. Each parcel of property is assessed to the last known owner as established from the latest recorded deed or tax return.

There are three types of property which are subject to an ad valorem tax (a tax based on the assessed value of real or personal property). The three types are:

Real Estate - covering land and the improvements thereon;

Tangible Personal Property - including property such as business fixtures, equipment and machinery; and

Intangible Personal Property - including stock, bonds (except those exempt), mortgages accounts receivable, mutual funds, notes, trusts, estates, etc. (This is a State tax handled directly by the State of Florida.)

All property owners who maintain their permanent home on the property are entitled to a "Homestead Exemption" which exempts the first \$25,000 of assessed value of the property from ad valorem taxes. Additional exemptions are also available to widows, widowers, disabled veterans and totally disabled non-veterans.

The Board of County Commissioners levies a Countywide millage that applies to all property owners in the County on the net assessed value of property. (Millage is the rate used to determine the amount of tax. A mill is one-tenth of a cent, or \$1.00 of tax for each \$1,000 of net assessed value.)

Palm Beach County Fire-Rescue and the County Library are dependent districts under the control of the Board of County Commissioners. They levy millages that apply to all property owners in the unincorporated portion of the County and residents of the municipalities that have elected to join the districts rather than provide the services themselves. The municipalities also levy millages to finance their local government's operating costs.

In addition to the Board of County Commissioners and municipalities, various other taxing districts levy millages that affect all property owners in the County or property owners in the particular districts. The other entities in the County that levy property taxes are drainage districts. These taxes are not based on the value of the property, but on the number of acres in the parcel. Each district assesses an "Acreage Levy", a fixed amount for each acre or part thereof, to cover the maintenance and debt of the drainage facilities in the district. Additionally, some districts assess a "Parcel Levy", a fixed amount per parcel, to cover the cost of road maintenance and debt within the district.

Municipalities in the County Library Taxing District

Atlantis
Belle Glade
Briny Breezes
Cloud Lake
Glen Ridge
Greenacres
Haverhill
Hypoluxo
Juno Beach
Jupiter
Jupiter Inlet Colony

Lake Clarke Shores
Mangonia Park
Ocean Ridge
Pahokee
Palm Beach Gardens
Palm Beach Shores
Royal Palm Beach
South Bay
South Palm Beach
Tequesta
Wellington

Municipalities in the Fire-Rescue Taxing Districts

Cloud Lake
Glen Ridge
Haverhill
Juno Beach

Jupiter
Lake Clarke Shores
Wellington

Municipalities Serviced by Fire-Rescue Outside the Fire-Rescue Taxing Districts

Atlantis
Lantana
Manalapan

Palm Beach Gardens*
South Palm Beach

* Dispatch only

Countywide Taxing Districts

Board of Education
3300 Forest Hill Boulevard
West Palm Beach, FL 33406
Telephone: 434-8000

Health Care District
324 Datura Street Suite 401
West Palm Beach, FL 33401
Telephone: 659-1270

Children's Services Council
3111 S. Dixie Highway Suite 243
West Palm Beach, FL 33405
Telephone: 655-1010

South Florida Water Management District
3301 Gun Club Road
West Palm Beach, FL 33406
Telephone: 686-8800

Florida Inland Navigation District
1314 Marcinski Road
Jupiter, FL 33477
Telephone: 627-3386

Non-Countywide Taxing Districts

Greater Boca Raton Beach District
201 W. Palmetto Park Road
Boca Raton, FL 33432
Telephone: 393-7877

Loxahatchee River Environmental
Control District
2500 Jupiter Park Drive
Jupiter, FL 33458
Telephone: 747-5700

Jupiter Inlet District
400 N. Delaware Boulevard
Jupiter, FL 33458
Telephone: 746-2223

Port of Palm Beach
P.O. Box 9935
Riviera Beach, FL 33404
Telephone: 842-4201

Municipalities

There are 37 municipalities within the County encompassing a total of 275.21 square miles, or 12.1% of the County's area. As of FY 1998, 54.4% of the population resided within incorporated areas. West Palm Beach is the largest city both in size and population with 80,901 residents within 54.28 square miles. Cloud Lake is the smallest with 112 people living within .06 square miles. Fourteen municipalities are less than one square mile.

During the past 25 years, Palm Beach County has experienced a much higher rate of growth in the unincorporated area than within the municipalities. Over that period of time, population in the unincorporated area increased by 116% compared to 33% in cities. This is reflective of both new residents' preference for the unincorporated area and the migration of many citizens from the older coastal cities to newer developments to the west in the unincorporated areas. This trend has persisted despite an area increase of 45% in municipalities due to annexations.

Population data as of April 1, 1998, and incorporated area data for each municipality, as well as city hall mailing addresses are presented on the following four pages.

Municipalities Population and Size

<u>Municipality</u>	<u>Population</u>	<u>Square Miles</u>
Atlantis	1,700	1.35
Belle Glade	16,717	3.88
Boca Raton	68,850	27.08
Boynton Beach	53,635	15.70
Briny Breezes	397	0.07
Cloud Lake	112	0.06
Delray Beach	53,471	14.11
Glen Ridge	223	0.16
Golf	189	0.85
Greenacres City	24,813	4.24
Gulfstream	710	0.80
Haverhill	1,192	0.58
Highland Beach	3,396	0.62
Hypoluxo	1,420	0.63
Juno Beach	2,867	1.02
Jupiter	31,419	15.33
Jupiter Inlet Colony	412	0.22
Lake Clarke Shores	3,641	1.02
Lake Park	6,858	2.39
Lake Worth	30,345	6.12
Lantana	8,873	2.81
Manalapan	333	0.48
Mangonia Park	1,373	0.72
North Palm Beach	12,277	3.84
Ocean Ridge	1,653	0.98
Pahokee	7,001	6.42
Palm Beach	9,722	3.24
Palm Beach Gardens	33,824	53.90
Palm Beach Shores	1,021	0.29
Palm Springs	10,297	1.43
Riviera Beach	28,654	7.38
Royal Palm Beach	18,537	10.79
South Bay	3,334	1.75
South Palm Beach	1,504	0.10
Tequesta Village	4,994	1.90
Wellington	28,585	28.67
West Palm Beach	80,901	54.28
Unincorporated Area	465,150	1,993.10
Total:	<u>1,020,400</u>	<u>2,268.31</u>

Municipalities

Atlantis
260 Orange Tree Drive
Atlantis, FL 33462
Telephone: 965-1744

Belle Glade
110 S.W. Avenue E
Belle Glade, FL 33430
Telephone: 996-0100

Boca Raton
201 W. Palmetto Park Rd.
Boca Raton, FL 33432
Telephone: 393-7700

Boynton Beach
100 E. Boynton Beach Blvd.
Boynton Beach, FL 33435
Telephone: 734-8111

Briny Breezes
5000 N. Ocean Blvd.
Boynton Beach, FL 33435
Telephone: 276-7405

Cloud Lake
100 Lang Road
West Palm Beach, FL 33406
Telephone: 686-2815 , 683-8296

Delray Beach
100 N.W. First Avenue
Delray Beach, FL 33444
Telephone: 243-7200

Glen Ridge
1660-C Southern Blvd.
West Palm Beach, FL 33406
Telephone: 478-0151

Golf
21 Country Road
Village of Golf, FL 33436
Telephone: 732-0236

Greenacres
5985 10th Avenue North
Greenacres, FL 33463
Telephone: 642-2000

Gulfstream
100 Sea Road
Gulfstream, FL 33483
Telephone: 276-5116

Haverhill
4585 Charlotte Street
Haverhill, FL 33417
Telephone: 689-0370

Highland Beach
3614 South Ocean Blvd.
Highland Beach, FL 33487
Telephone: 278-4548

Hypoluxo
7580 S. Federal Highway
Hypoluxo, FL 33462
Telephone: 582-0155

Juno Beach
340 Ocean Drive
Juno Beach, FL 33408
Telephone: 626-1122

North Palm Beach
501 U.S. Highway #1
North Palm Beach, FL 33408
Telephone: 848-3476

Jupiter
210 Military Trail
Jupiter, FL 33458
Telephone: 746-5134

Jupiter Inlet Colony
P.O. Box 728
Jupiter, FL 33468
Telephone: 746-3787

Lake Clarke Shores
1701 Barbados Road
West Palm Beach, FL 33406
Telephone: 964-1515

Lake Park
535 Park Avenue
Lake Park, FL 33403
Telephone: 848-3460

Lake Worth
7 North Dixie Highway
Lake Worth, FL 33460
Telephone: 586-1600

Lantana
500 Greynolds Circle
Lantana, FL 33462
Telephone: 582-9094

Manalapan
600 South Ocean Blvd.
Manalapan, FL 33462
Telephone: 585-9477

Mangonia Park
1755 East Tiffany Drive
Mangonia Park, FL 33407
Telephone: 848-1235

Ocean Ridge
6450 North Ocean Blvd
Ocean Ridge, FL 33435
Telephone: 732-2635

Pahokee
171 North Lake Avenue
Pahokee, FL 33476
Telephone: 924-5534

Palm Beach
P.O. Box 2029
Palm Beach, FL 33480
Telephone: 838-5400

Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410
Telephone: 775-8250

Palm Beach Shores
247 Edwards Lane
Palm Beach Shores, FL 33404
Telephone: 844-3457

Palm Springs
226 Cypress Lane
Palm Springs, FL 33461
Telephone: 965-4010

Riviera Beach
600 W. Blue Heron Blvd.
Riviera Beach, FL 33404
Telephone: 845-4000

Tequesta
357 Tequesta Drive
Tequesta, FL 33469
Telephone: 575-6200

Royal Palm Beach
1050 Royal Palm Beach Blvd.
Royal Palm Beach, FL 33411
Telephone: 790-5100

South Bay
335 S.W. Second Avenue
South Bay, FL 33493
Telephone: 996-6751

South Palm Beach
3577 South Ocean Blvd.
South Palm Beach, FL 33480
Telephone: 588-8889

Wellington
14000 Greenbriar Blvd.
Wellington, FL 33414
Telephone: 791-4000

West Palm Beach
P.O. Box 3366
West Palm Beach, FL 33402
Telephone: 659-8000

Bond Ratings

Ratings for the County's outstanding bond issues are as follows:

<u>Bond Issue</u>	<u>Moody's Investor's Service</u>	<u>Standard & Poor's</u>
45.625M GO Ref. Bonds, Series 1998	Aa2	AA
50M Environmental Sensitive Lands GO Bonds, Series 1994	Aa2	AA
1.950M GO Ref. Bonds, Series 1994A	Aa2	AA
57.44M GO Ref. Bonds, Series 1994B	Aa2	AA
23.375M GO Refunding Bonds, Series 1993	Aa2	AA
50M Environmental Sensitive Lands GO Bonds, Series 1991	Aa2	AA
26.38M Criminal Justice Fac. Rev Bonds Series 1994	Aaa	AAA
9.375M Non-Ad Valorem Rev. Bonds, Series 1995	Aaa	AAA
8.585M Pub Impv. Rec. Fac. Rev. Bonds, Series 1994	Aaa	AAA
15.175M Public Impr. Revenue Bonds, Series 1995	Aaa	AAA
26.3M Parks & Rec. Fac. Revenue Bonds, Series 1996	Aaa	AAA
28.01M Stadium Facilities Revenues Bonds, Series 1996	Aaa	AAA
22.425M Rev. Impr. Bonds, Series 1997	Aaa	AAA
1M Glades Health Facility, 1984	Not Rated	Not Rated
22.245M Revenue Refunding Bonds, Series 1993	Aaa	AAA
26.515M Rev. Ref. Bonds, 1993 Refund Series 1986 Pub. Impv. Bonds	Aaa	AAA
30.73M Beach Acq. Refunding, Series 1993	Aaa	AAA
233.62M Criminal Justice Facilities Bonds, Series 1990	Aaa	AAA
117.485M Criminal Justice Facilities Refunding Bonds, Series 1993	Aaa	AAA
32.725M Criminal Justice Fac. Refunding Bonds, Series 1997	Aaa	AAA
10.47M Airport Centre Rev. Bonds, Series 1992	Aaa	AAA
90.69M Airport Ref. Revenue Bonds, Series 1992	Aaa	AAA
3.85M Airport Sys. Taxable Subordinated Indebtedness Series 1989	Aaa	AAA
94.815M Airport Ref. Revenue Bonds, Series 1991	Aaa	AAA
56.745M Water & Sewer System, Series 1984	Aaa	AAA
18.645M Water & Sewer System, Series 1985	Aaa/VMIG 1	Not Rated
59.53M W&S Ref. Revenue Bonds, Series 1986	Aaa	AAA
38M W&S Revenue Bonds, Series 1989	Aa	AA
15M W&S Revenue Bonds, Series 1993A	Aaa	AAA
29.875M W&S Revenue Bonds, Series 1993B	Aaa	AAA
54.65M W&S Revenue Bonds, Series 1995	Aaa	AAA
30M Water & Wastewater Rev. Bonds, Series 1998	Aaa	AAA

Other

On February 11, 1981, an election was held in which Palm Beach County's blue-collar workers selected the Communication Workers of America to represent them. On May 12, 1981, the Communications Workers of America was certified as sole and exclusive bargaining agent with respect to wages, hours, terms and conditions of employment for employees within the bargaining unit. The bargaining unit consists primarily of Palm Beach County's blue-collar workers.

Palm Beach County Board of County Commissioners Organizational Structure



Constitutional Officers including the Sheriff, Property Appraiser, Tax Collector, Supervisor of Elections, Clerk of the Courts, State Attorney and Public Defender; and Judiciary.

Board of County Commissioners
 Maude Ford Lee, Chair
 Karen T. Marcus
 Carol A. Roberts
 Mary McCarty
 Warren H. Newell, Vice Chairman
 Burt Aaronson
 Tony Masiotti

County Attorney
 Denise Dytrych

County Administrator
 Robert Weisman, P.E.

Internal Auditor
 Jennie Boyer, Acting

Deputy County Administrator
 Patrick Miller

Engineering & Public Works
 Edwin Jack

County Engineer
 George Webb

Public Affairs
 Denise Coté

Information Systems Services
 Steve Bordelon

Financial Management & Budget
 Richard Roberts

Fire-Rescue
 Herman Brice

Assistant County Administrator
 William Wilkins

County Cooperative Extension Service
 Clayton Hutcheson

Office of Economic Development
 Mike Tarlitz

Office of Equal Opportunity
 Harry Lamb

Housing & Community Development
 Remar Harvin

Office of Minority/Women Business Enterprise
 Charles Collins

Tourist Development
 Charles Lehmann

Workforce Development Board
 Ken Montgomery

Employee Relations & Personnel
 Brad Meriman

Environmental Resources Management
 Richard Walesky

Facilities Development & Operations
 Audrey Wolf

Planning, Zoning & Building
 Dominic Sims

Special Projects
 BCC Agenda Coordination

Treasure Coast Regional Planning Council

Assistant County Administrator
 Jean Creamer

Community Services
 Ed Rich

Library
 Jerry Brownlee

Parks & Recreation
 Dennis Eshleman

Purchasing
 Douglas Myers

Risk Management
 Carol Zoellner

Water Utilities
 Gary Demlan

Public Health Unit
 Jean M. Malecki, M.D., M.P.H.

Housing Finance Authority
 Earl Mixon

Assistant County Administrator
 Vincent Bonvento

Airports
 Bruce Pelly

Criminal Justice Commission
 L. Diana Cunningham

PalmTran
 Robert Finke

Public Safety
 Paul Milelli

Metropolitan Planning Organization
 Randy Whitfield

Court Programs
 Susan Ferrante

Solid Waste Authority
 Don Lockhart

Legend

- Solid line indicates a direct line of authority
- Dotted line indicates a partial line of authority or funding
- County agencies
- ▤ Agencies with a relationship to the Board of County Commissioners
- Agencies with an administrative tie to the Board of County Commissioners

Revised 11.24.98

Other Principal Officials Palm Beach County Government

Appointed Officials

Robert Weisman, County Administrator
Denise Dytrych, County Attorney
Jennie Boyer, Interim Internal Auditor

Office of Financial Management and Budget

Richard Roberts, Director
Elizabeth Bloeser, Budget Director
Joseph Bergeron, Assistant Budget Director

Constitutional Officers

Dorothy H. Wilken
Clerk of the Court

John K. Clark
Tax Collector

Robert W. Neumann
Sheriff

Gary R. Nikolits
Property Appraiser

Theresa LePore
Supervisor of Elections

Budget Philosophy and Process

Philosophy

Palm Beach County is committed to providing quality service to its residents, at the lowest possible cost, in order to minimize taxpayer burden. In developing the County's financial plan, or budget, attention is first given to assuring that the budget will be in balance, both on an overall basis and in each of the County's funds. Any potential imbalances are eliminated by the County Administrator before the Tentative Budget is presented to the Board of County Commissioners for consideration and adoption at Public Hearings.

Process

Fiscal Year

Palm Beach County's Budget is based on a fiscal, rather than calendar, year. The year begins on October 1 and ends on September 30. Thus, FY 1998-99 runs from October 1, 1998 through September 30, 1999.

Statutory Requirements

In the State of Florida, county budgets are governed by State Statutes. Chapter 129 of the Florida Statutes, entitled "County Annual Budget", specifically directs that (among other requirements) a budget be prepared annually, and that it must be balanced. It further provides for amendment of the budget in limited circumstances, and prohibits expenditures in excess of budgeted amounts.

Funds Included

The County's budget is consolidated, and presents the planned disposition of all available resources in all funds. The total budget is appropriated by the Board of County Commissioners as the adopted financial plan for the County for the ensuing fiscal year.

Basis of Accounting

The County's accounting records for general governmental operations are maintained on the modified accrual basis; i.e., revenues are recorded when available and measurable, and expenditures are recorded when the services or goods are received and the related liabilities are incurred. The County's proprietary operations are maintained on the full accrual basis; i.e., revenues are recognized when earned and expenses are recognized when incurred.

Budget Development Process

Initial projections of tax requirements for FY 1998-99 indicated that a tax increase of up to \$30 million above the FY 1997-98 millage rate could be necessary in order to maintain service levels. Instructions for the FY 1998-99 budget were formulated with the goal of achieving a budget with the Countywide millage at the same rate as FY 1997-98. Departments were allowed a 4% increase in personal services to accommodate anticipated salary increases. Other operating costs were limited to FY 1997-98 levels less one-time costs plus the annualization of FY 1997-98 budgeted supplemental requests, unless increases were adequately justified as being uncontrollable.

All Department requests were due from March 13-27, with Constitutional Officers' proposed budgets due May 1st or as specified by State Statute. Funding all requests would have resulted in a tax increase of \$22.7 million above the FY 1997-98 rate. Workshops were held with the Management Team on May 8 and 20 and the proposed millage was reduced to the FY 1997-98 rate. A workshop with the Board of County Commissioners was held on June 3. Based on Board direction at the workshop, minor changes were made and a tentative budget distributed on June 29.

The Board held a meeting on July 8 to consider the recommended budget. At the conclusion of this workshop, a Tentative Budget was approved. Public Hearings were held on September 8 and 24 to receive public comments on the Tentative Budget and adopt a final FY 1998-99 budget.

The Adopted Budget became effective on October 1, 1998.

Amendments after Adoption

Florida Statutes specifically direct that, upon the final adoption of the budgets, the budgets shall regulate the expenditures of the County and the itemized estimates of expenditures shall have the effect of fixed appropriations and shall not be amended or altered or exceeded except as provided by the Statutes.

The Board of County Commissioners at any time within a fiscal year may amend a budget for that year as follows:

1. Appropriations for expenditures in any fund may be decreased and other appropriations in the same fund correspondingly increased with the approval of the Board of County Commissioners provided that the total appropriations of the fund not be changed.
2. Appropriations from the reserve for contingencies may be made to increase the appropriation for any particular expense in the same fund for any lawful purpose, but no expenditures shall be charged directly to the reserve for contingencies.
3. The reserve for future construction and improvements may be appropriated by the Board for the purpose(s) for which the reserve was established.
4. A receipt from a source not anticipated in the budget and received for a particular purpose, including but not limited to grants, donations, gifts, or reimbursement for damages, may, upon approval by the Board, be appropriated and expended for that purpose, in addition to the appropriations and expenditures provided for in the budget. Such receipts and appropriations shall be added to the budget of the proper fund.
5. Increased receipts for enterprise or proprietary funds received for a particular purpose may, upon approval by the Board, be appropriated and expended for that purpose, in addition to the appropriations and expenditures provided for in the budget.

Florida Statutes provide for the delegation of authority to approve certain types of budget transfers. The Board of County Commissioners has established procedures by which the Director of the Office of Financial Management and Budget may authorize certain transfers which are intra-departmental in nature, such as transfers of appropriations from one line item to another within a department. The Director of OFMB may also approve transfers from designated capital reserves to establish budgets for projects previously approved, transfers between school impact fee reserves and appropriation units within the same fund, and transfers from reserves for donations when funds have been donated for specific purposes.

Budget Assumptions

This segment of the budget document indicates some basic directions which were approved by the County Administrator for the preparation of the 1998-99 budget and 2000-2004 forecast.

Factors Outside County Control

- ◆ Inflation rate is assumed to be zero when determining operating expense budgets.
- ◆ Population growth - growth is estimated to be approximately 2.1% per year and will reach 1,041,828 by 1999 and 1,155,912 by 2004.
- ◆ Assessed value of new taxable construction will be \$1.6 billion for 1998-99.
- ◆ Rates for interest income will average 5.5% annually. (Based on nationwide economic projections).
- ◆ Rates for interest expense will average 6% annually. (Based on specific debt issue).

Factors Within County Control

Financial

- ◆ Budgeted contingency amounts will be limited to 1997-98 levels.
- ◆ Budgeted cash reserve levels will be adequate to provide for cash flow requirements.
- ◆ All revenues will be projected through 2002-03. Bond issuance will be preceded by a fiscal impact analysis including potential funding sources.

Administration

- ◆ 1998-99 Budget submittals will be separated to reflect:
 - a) the costs of continuing existing levels of service, recognizing annualization and inflation, less one-time costs, carryovers and budget reductions.
 - b) the cost of proposed additions to existing levels of service through enhanced levels, new facilities and new initiatives. Supplemental request should be limited to items included in the FY 1998-99 projections and will be limited to those specifically approved by the Management Team.
- ◆ New positions will be identified, prioritized and detailed justification will be provided.
- ◆ A detailed analysis must accompany all requests for new positions.
- ◆ The budget includes a 3% across-the-board pay increase on October 1 and a 1% lump sum payment on April 1, 1999.
- ◆ Any increases in base budget operating expenses must be justified by the Department and approved by the Management Team.

-
- ◆ Solid Waste expenses will increase by 5%.
 - ◆ New positions will generally be budgeted at 75% of the annualized cost. If a new facility is scheduled to be opened during the 1998-99 fiscal year, any new positions to staff the new facility are to be budgeted only for the period of time the new facility will be operational.
 - ◆ Budgeted staffing for peak-period needs should be accomplished by hiring employees who would be the first to go if workload does not warrant continued employment. This would be a condition of employment.
 - ◆ Budget requests will be adequate to assure that safety standards are met.
 - ◆ Application of contract services will be considered as a cost effective alternative wherever possible, especially for new facilities.

Equipment Purchases

- ◆ Budget requests for additional equipment will be accompanied by a utilization assessment, comparative buy vs. rent or lease/purchase cost analysis, and a cost analysis of associated maintenance and personnel requirements.
- ◆ Equipment replaced due to age, mileage, or maintenance condition will be disposed of, as trade-in or at auction. The level of equipment inventory should thus not increase. In fact, it may decrease due to the acquisition of more effective equipment.

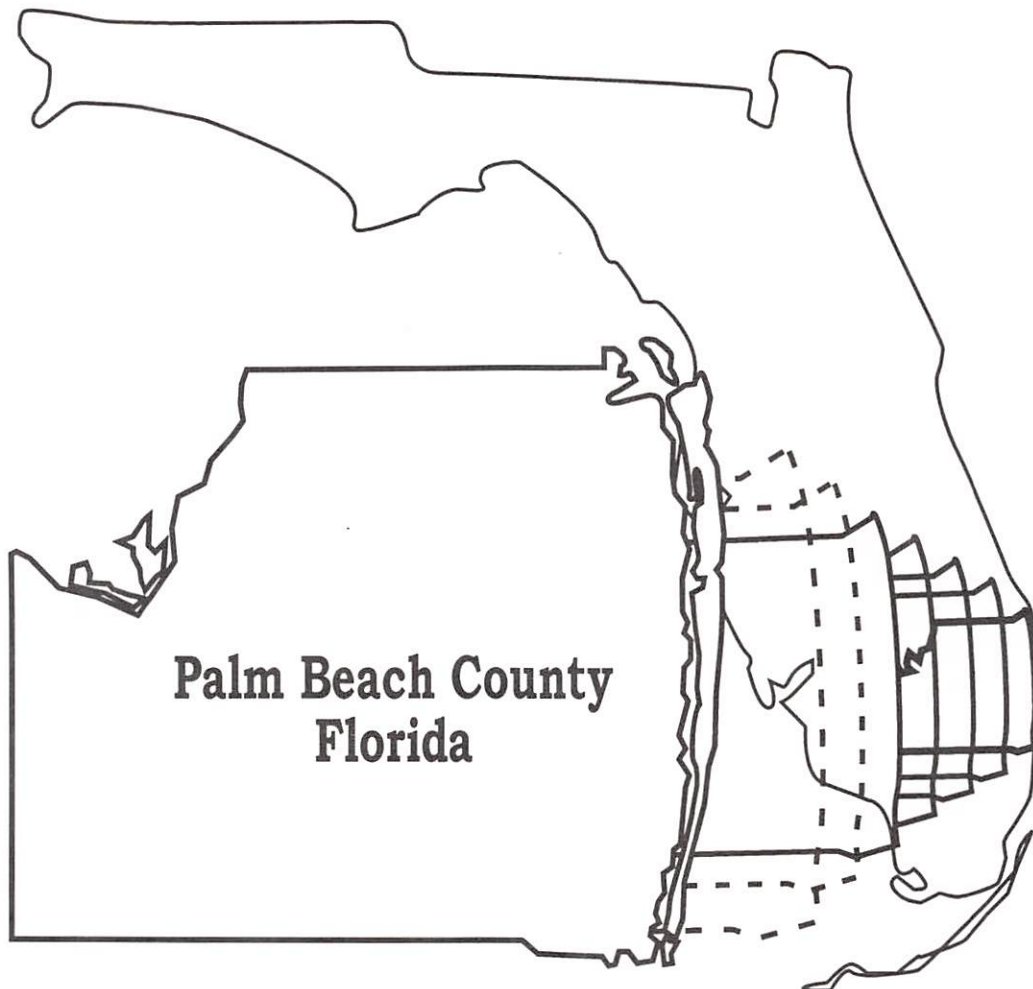
General

- ◆ New facilities which will become operational in 1998-99 will be identified and requirements for their operation and maintenance will be provided.
- ◆ Budgeted construction management costs will be shown as a component of the related project cost. The ability to provide a total cost of construction management must exist.
- ◆ Capital Improvement Program Budget requests will require prioritization of projects, and identification of associated O & M costs.

Other Assumptions

- ◆ Personal services costs will be budgeted to provide for a 1% attrition factor on current and vacant positions.
- ◆ Five-year projections will be developed for all County expenditures and revenues in order to facilitate the update of the Palm Beach County Comprehensive Plan.
- ◆ Departments will submit the Budget in the Customer Focused Budgeting and Reporting format.

Budget Summary Information



Budget Summary Total Comparison

FY 1997-98 Adopted Budget to FY 1998-99 Adopted Budget

What is the Budget?

The **budget** is a plan for the accomplishment of goals and objectives within programs identified as being necessary to the purpose of Palm Beach County government. Included in the format are estimates of the appropriations of the resources required, the tax and non-tax revenues available to support implementation and the number of positions estimated to fulfill the level of service represented by workload measures. In practice, the "budget" may be the plan presented to the appropriating body for adoption, labeled tentative, or the adopted budget, which is the legal authorization to expend County funds during the fiscal year. The budget may be amended during the fiscal year by the governing body in accordance with procedures specified by law and/or administrative order.

Total Budget

The total FY 1998-99 Budget is the tentative budget. It includes budget transfers from one fund to another and payments from one County department to another for services received.

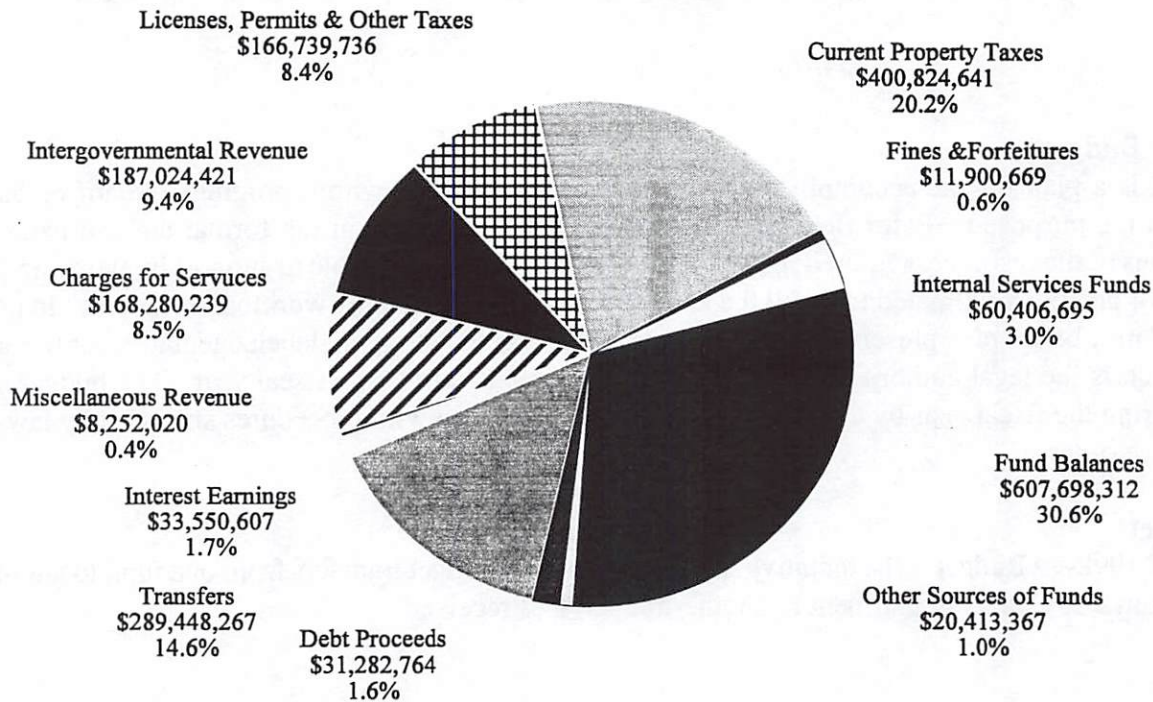
Net Budget

The Net Budget subtracts Internal Service Funds, transfers of money from one fund to another, and payments from one department to another for services rendered, from the total Gross Budget. These reductions from the total Gross Budget are considered double-counted because they do not represent money coming into the County budget as revenue or leaving the County budget as expense. Interfund transfers are necessary to reflect movement of revenues within the legal budget from the fund where received to the fund where the expenditure is to be recorded.

	FY 1997-98 Adopted Budget	FY 1998-99 Adopted Budget
Total Budget	\$1,921,106,433	\$1,985,821,738
Less: Internal Service Funds	(71,700,291)	(72,276,087)
Interfund Transfers	(326,000,481)	(289,448,267)
Interdepartmental Charges	(19,752,744)	(20,022,015)
Net Budget	<u>\$1,503,652,917</u>	<u>\$1,604,075,369</u>
Budgeted Reserves	\$311,293,816	\$353,244,736
Budgeted Expenditures	1,192,359,101	1,250,830,633
Net Budget	<u>\$1,503,652,917</u>	<u>\$1,604,075,369</u>

Sources of Funds by Category

Total all Funds \$1,985,821,738



County revenues come from many sources, of which Property Taxes represent only 20.2% of the total. Of current revenues (excluding fund balance), property taxes represent 29.1% of the total.

Licenses, Permits, & Other Taxes include permit and building fees, delinquent property taxes, electricity and cable franchise fees, utility service taxes and sales and use taxes.

Intergovernmental Revenues consist of state revenue sharing, gas taxes, and state and federal grants.

Charges for Services include revenues from park user fees, emergency service fees, fire protection fees, bus fares, airport landing fees, water and sewer fees and other types of user fees.

Interest Earnings are revenues generated by funds invested by the County until they are needed for expenditures. Reserves generate a significant amount of interest earnings.

Transfers occur between funds. A transfer out of one fund is reflected as an expense while the offsetting transfer into another funds appears as a revenue.

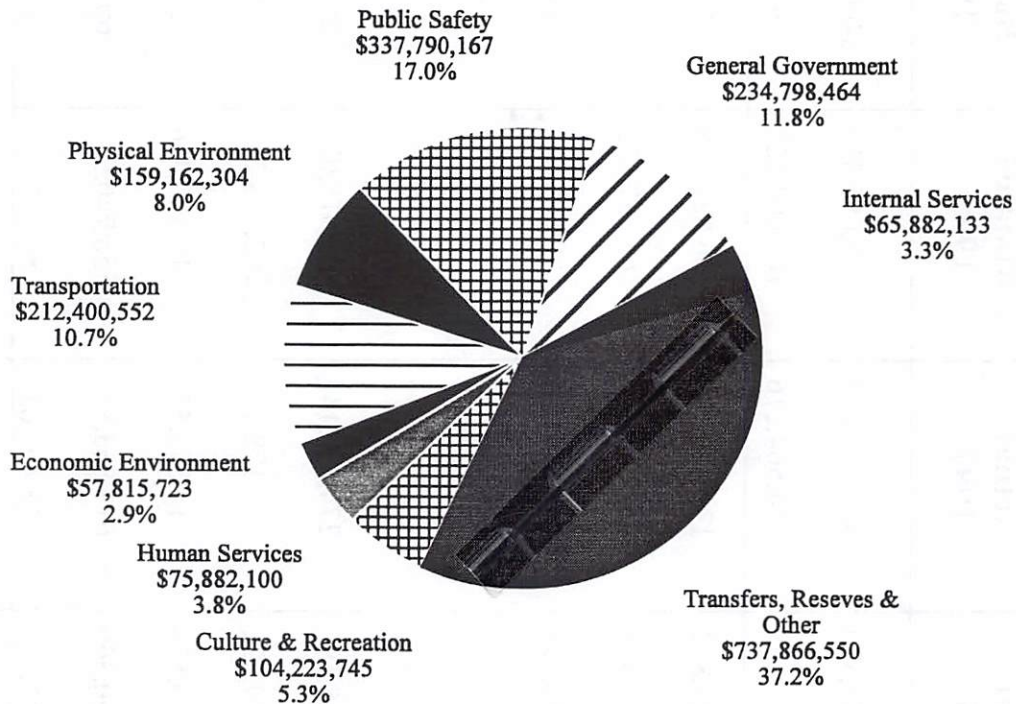
Debt Proceeds represent revenue from bonds for \$15 million that will be issued for the 800 MHz. Trunked Radio System. Also included is a letter of credit for \$15.8 million for the Donald Ross Road Bridge, which will not be drawn against unless needed for cash flow purposes.

Fund Balance represents carry-over funds from the prior fiscal year, and is 30.6% of the total budget. A major component of Fund Balance is Reserves, which are discussed in the appropriation section.

Internal Service Fund Charges represent revenues received by County Departments for services provided to other County Departments.

Expenditures by Function

Total all Funds \$1,985,821,738



General Government - Services provided by the County for the benefit of the public and the governmental body as a whole.

Public Safety - Services provided by the County for the safety and security of the public.

Physical Environment - Functions performed by the County to achieve a satisfactory living environment for the community as a whole.

Transportation - Expenditures for developing and improving the safe and adequate flow of vehicles, travelers and pedestrians.

Economic Environment - Expenditures used to develop and improve the economic condition of the community and its citizens.

Human Services - Expenditures with the purpose of promoting the general health and well-being of the community as a whole.

Culture and Recreation - Expenditures to provide County residents opportunities and facilities for cultural, recreational and educational programs.

Transfers, Reserves and Other - Funds which are transferred from one County fund to another and funds which are set aside to provide for unforeseen expenses, fund balance and payments of principal for County bonds.

Internal Services - Expenses incurred through services provided by one County agency to another.

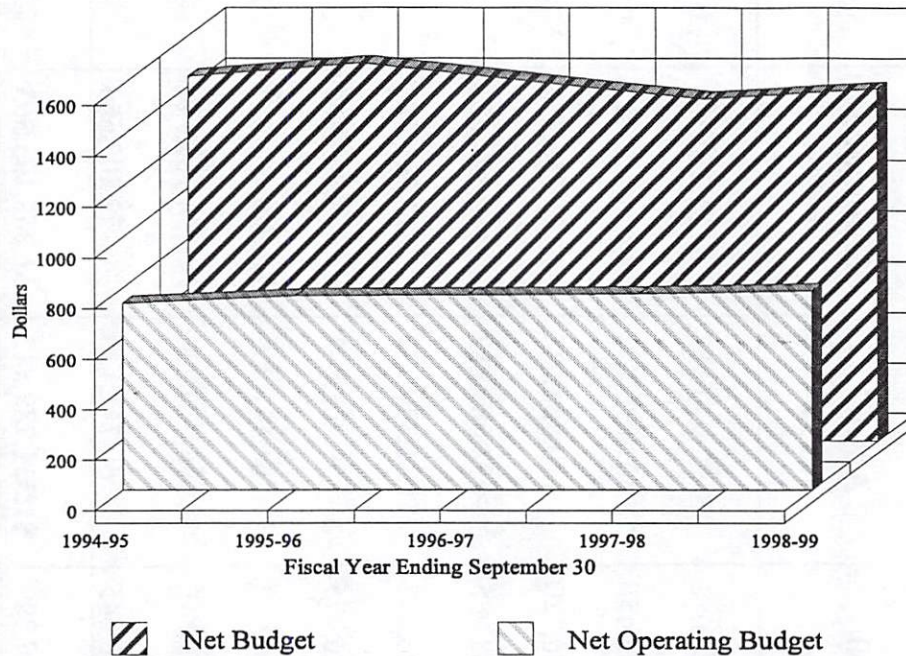
Sources of Funds
Fiscal Years 1995-1999

Character	Actual 1995	Actual 1996	Actual 1997	Estimated 1998	Budget 1999
Current Property Taxes	\$296,620,540	\$310,459,370	\$323,751,502	\$360,655,316	\$400,824,641
Licenses, Permits & Other Taxes	145,557,385	152,041,468	154,504,216	161,604,522	166,739,736
Intergovernmental Revenues	109,461,781	119,813,852	131,407,190	156,824,478	187,024,421
Charges for Services	140,654,462	142,512,932	152,958,736	163,637,232	168,280,239
Fines and Forfeitures	7,655,709	9,038,395	9,380,855	9,886,642	11,900,669
Miscellaneous Revenues	28,069,317	31,005,816	45,202,031	51,112,914	8,252,020
Interest Earnings	41,956,691	43,158,243	44,238,072	39,379,774	33,550,607
Operating Transfers	238,129,756	275,438,595	274,087,147	291,018,072	289,448,267
Debt Proceeds	405,199	559,322	178,199	102,338,258	31,282,764
Other Sources of Funds	19,695,375	17,300,578	18,396,536	19,440,456	20,413,367
Fund Balance	578,427,626	631,430,360	613,863,810	558,740,917	607,698,312
Internal Service Fund Charges	46,446,452	50,023,798	55,407,031	56,145,353	60,406,695
Total	\$1,653,080,293	\$1,782,782,729	\$1,823,375,325	\$1,970,783,934	\$1,985,821,738

**Uses of Funds
Fiscal Years 1995 - 1999**

Function	Actual 1995	Actual 1996	Actual 1997	Estimated 1998	Budget 1999
General Government	\$134,723,406	\$138,920,062	\$152,230,667	\$164,020,560	\$234,798,464
Public Safety	255,948,957	284,406,456	302,899,674	308,512,911	337,790,167
Physical Environment	78,639,560	115,880,120	110,854,635	86,355,375	159,162,304
Transportation	124,252,621	150,903,985	173,583,282	169,374,671	212,400,552
Economic Environment	23,534,251	27,296,142	31,339,492	28,291,383	57,815,723
Human Services	49,355,649	56,776,775	59,203,843	63,793,389	75,882,100
Culture/Recreation	58,825,155	50,600,612	64,191,802	55,182,501	104,223,745
Transfers, Reserves & Other	337,658,526	386,369,812	396,775,276	434,267,117	737,866,550
Internal Services	51,815,353	56,876,345	60,711,176	55,305,656	65,882,133
Total	\$1,114,753,478	\$1,268,030,309	\$1,351,789,847	\$1,365,103,563	\$1,985,821,738

Constant Dollar Costs Per Capita



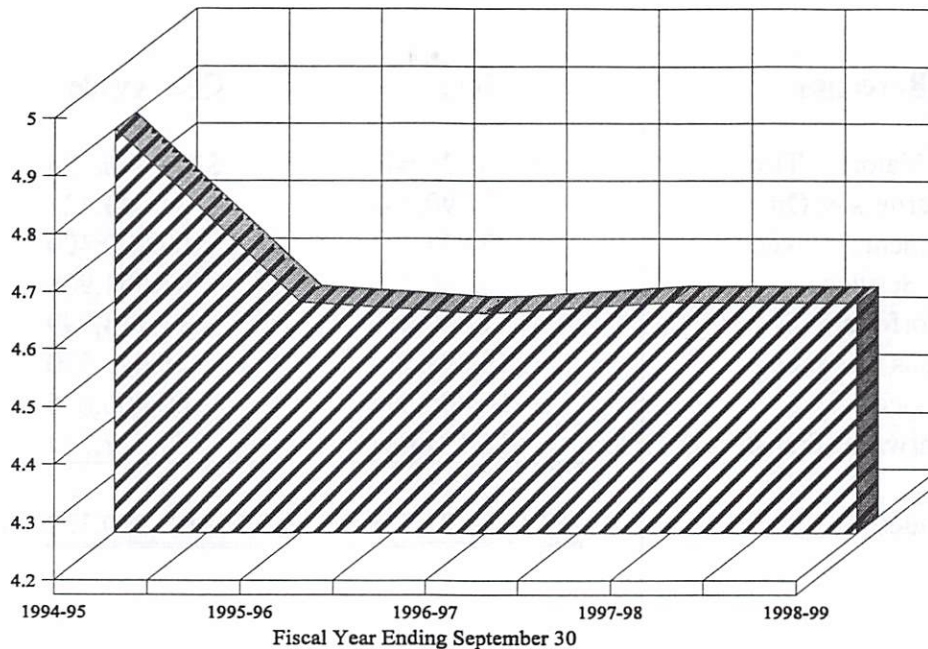
	<u>1994-95</u>	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
Net Budget	\$1,441	\$1,492	\$1,421	\$1,350	\$1,391
Net Operating Budget	\$739	\$768	\$771	\$776	\$789

Palm Beach County's net budgets and net operating budgets for the fiscal years ending September 30, 1995 through 1999 are presented in constant dollars per capita to counter the effects of inflation and growth. The base year used for this presentation is FY 1994-95.

In FY 1998-99, the net budget in constant dollar cost per capita increased by 3.0%, while the net operating budget in constant dollar cost per capita increased 1.7%. After increases in prior years to maintain the level of service and provide much needed infrastructure for a growing Palm Beach County, the net budget in constant dollar cost per capita has decreased from \$1,441 in FY 1994-95 to \$1,378 in FY 1998-99. At the same time, the net operating budget experienced modest increases throughout the five year period.

Board of County Commissioners

Employees Per 1,000 Population



<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Budget</u>
<u>FY 1994-95</u>	<u>FY 1995-96</u>	<u>FY 1996-97</u>	<u>FY 1997-98</u>	<u>FY 1998-99</u>
4.90	4.60	4.58	4.60	4.60

Palm Beach County Board of County Commissioners has a total of 4,811 full and part-time employees budgeted for the 1998-99 fiscal year. The number of employees per 1,000 population is being presented in order to reflect the effects of growth. This chart shows the true increases and decreases in employees from the 1994-95 fiscal year through the 1998-99 fiscal year.

Because personnel costs are a major portion of the County's operating budget, changes in the number of employees per 1,000 population have a direct relationship to the cost of providing services. An increase in employees per 1,000 population could indicate that the County is becoming more labor intensive, productivity is declining or service levels are increasing.

As indicated by the above graph, the Board's employees per 1,000 population shows a downward trend since the 1994-95 fiscal year. This indicates that the County is becoming less labor intensive and productivity is increasing. The large decrease for FY 1995-96 is due to the transfer of 279 County Home employees to the Health Care Taxing District. Without this transfer, the ratio would have been 5.02 employees per 1,000 population.

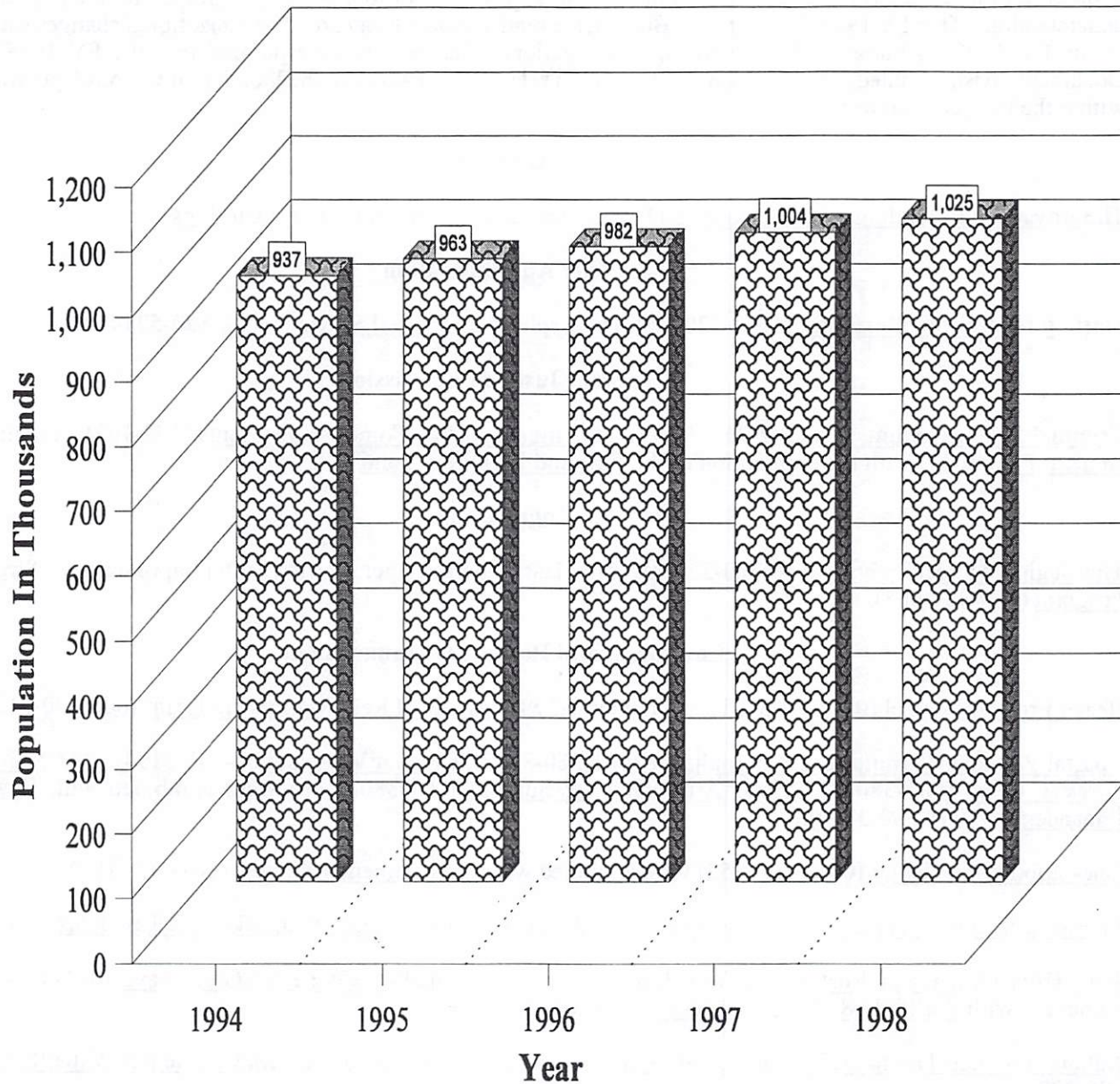
Division of Receipts and Expenditures
Florida Statutes: Section 129.01(2)(b)

<u>Estimated Revenues</u>	<u>Total</u>	<u>Countywide</u>	<u>Non-Countywide</u>
Current Ad Valorem Taxes	\$400,824,641	\$299,946,295	\$100,878,346
Licenses, Permits & Other Taxes	127,290,668	34,043,421	93,247,247
Intergovernmental Revenues	187,024,421	169,920,400	17,104,021
Charges for Services	168,280,239	91,554,908	76,725,331
Fines and Forfeitures	11,900,669	11,114,199	786,470
Miscellaneous Revenue	113,899,724	35,646,550	78,253,174
Internal Services	60,406,695	60,406,695	0
Balances Forward, Transfers & Other	<u>916,194,681</u>	<u>359,717,714</u>	<u>556,476,967</u>
Total Revenues	<u>\$1,985,821,738</u>	<u>\$1,062,350,182</u>	<u>\$923,471,556</u>

Estimated Expenditures

General Government	\$234,798,464	\$223,401,713	\$11,396,751
Public Safety	337,790,167	87,042,024	250,748,143
Physical Environment & Utilities	159,162,304	23,953,059	135,209,245
Transportation	212,400,552	101,970,564	110,429,988
Economic Environment	57,815,723	57,705,723	110,000
Health & Human Services	75,882,100	75,782,934	99,166
Culture & Recreation	104,223,745	60,825,124	43,398,621
Internal Services	65,882,133	65,882,133	0
Transfers, Reserves & Other	<u>737,866,550</u>	<u>365,786,908</u>	<u>372,079,642</u>
Total Appropriations	<u>\$1,985,821,738</u>	<u>\$1,062,350,182</u>	<u>\$923,471,556</u>

Population Comparison



As indicated by the above graph, the overall population for Palm Beach County has increased 11.1% over the past five years. Growth is not without challenges. An expanding population has expanding needs for services such as law enforcement, fire and rescue, human services, transportation and recreation.

Additional people place additional demands on existing facilities creating expanded maintenance needs and ultimately the need for new facilities.

Organizational Changes from the FY 1997-98 Budget

Palm Beach County, like every large organization from time to time, finds it necessary to alter its organizational structure in order to more effectively manage and monitor existing programs or to add new programs. In order to gain a clearer understanding of the FY 1998-99 Operating Budget, the reader should be aware of organizational changes since adoption of the FY 1997-98 budget. The following organizational changes are incorporated into the FY 1998-99 Budget Document. Also included in this section is information relating to changes in the location of various Operating Budgets within the budget document.

Airports

The Advanced Refunding/92 Issue Fund (543) was created to account for interest earnings.

Court Administration

Staffing for Juvenile Restitution (001-520-5223) was split from Pretrial Services (001-520-5214).

Criminal Justice Commission

Criminal Justice Commission (102-767-7607) and Criminal Justice Commission Grants (102-762) were moved to the General Fund (001) with the elimination of the Fine and Forfeiture Fund (102).

Engineering

Thoroughfare Street Lighting (150-360-3230) was re-classified from Operating to Capital Improvements, Street Lighting Program (360-361-665).

Environmental Resources Management

Beach Erosion Control (001-380-3131) was combined with Artificial Reef Monitoring Grant (001-380-3137).

Coastal Wetlands Permitting and Compliance (001-380-3132), Derelict Vessels (001-380-3134), DACS Urban/Comm Forestry Grant (001-380-3135) and Artificial Reef Summit (001-380-3136) were combined with Environmental Enhancement (001-380-3130).

One-Stop Permit Center (001-380-3152) was combined with Environmental Review (001-380-3150).

Interdepartmental Services (001-380-3155) was combined with Freshwater Wetlands/Upland Resources (001-380-3158).

Juno Hills Oceanfront Restoration (001-380-3156) and Okeechobee Connector/Greenways (001-380-3157) were combined with Wellfield & Water Resources (001-380-3221).

National Pollutant Discharge Elimination System (001-380-3225) was combined with Wellfield & Water Resources (001-380-3221).

Equal Opportunity

HUD-Fair Housing (001-400-4131) and Fair Employment Contract (001-400-4161) were re-assigned to OEO Federal Assistance (Agency 402) for grant tracking.

Facilities Development & Operations

Governmental Center Garage (001-410-6220) was combined with Facilities Development - Governmental Center (001-410-5250).

Financial Management and Budget

Surplus Asset Program (001-420-6160) was split from Fixed Assets (001-420-6150).

Fire Rescue

Facilities/Communications (195-440-4214) was split from Central Dispatch (195-440-4213).

General Government

Non-Departmental Operations Transfers (001-760-7690) and Reserves (001-760-9900) were re-assigned to Non-Operating Expenditures (Agency 820) for consistency in reporting.

Other Court Costs (102-760-7605), Non-Departmental Collection Services (102-760-7612) and Handicap Parking Administrative Costs (102-760-7612) were moved to the General Fund (001) with the elimination of the Fine and Forfeiture Fund (102).

Housing and Community Development

Housing Trust Fund Hardship B Program (146-143-7706) was split from Housing Trust Fund Hardship A Program (146-143-7701).

Information Systems Services

Research and Testing Lab (650-490-1314) was split from Administrative Services (650-490-1300).

The GIS Service Bureau (650-490-1315) was created to support the countywide GIS data model.

Palm Tran

Mass Transportation Trust Fund (107) was combined with the Transportation Authority Fund (581).

Parks and Recreation

South County Regional Park (001-580-5250) was combined with Maintenance (001-580-5221).

Public Safety

Victim Services and Support (102-660-3220) and Medical Examiner (102-660-4100) were moved to the General Fund (001) with the elimination of the Fine and Forfeiture Fund (102).

Animal Regulation Trust Fund (725) was re-classified from a Trust Fund to a Special Revenue Fund (105).

Victims Trust Fund (755) was re-classified from a Trust Fund to a Special Revenue Fund (116).

Sheriff's Office

Drug Farm (102-162-1604), Law Enforcement (102-160-1601), Detention/Correction (102-160-1602), Bailiff (102-160-1603), Other Sheriff Debt Expense (102-160-1604) and Trauma Unit (102-160-1606) were moved to the General Fund (001) with the elimination of the Fine and Forfeiture Fund (102).

Changes From The Recommended Budget

The adopted budget reflects an increase of \$9,749,544 over the amount recommended by the County Administrator for the operating departments. The following chart shows the changes from the recommended to adopted.

<u>Department</u>	<u>Increase (Decrease)</u>
<u>Board of County Commissioners</u>	
Community Services	\$258,900
County Commission	(10,832)
County Cooperative Extension Services	115,000
Engineering and Public Works	437,714
Environmental Resources Management	643,114
Facilities Development and Operations	2,548,403
Financial Management and Budget	10,215
Fire-Rescue	1,124,176
Information Systems Services	24,000
Judicial	95,116
Parks and Recreation	137,922
Planning, Zoning and Building	1,136,054
Public Affairs	74,107
Public Safety	1,142,347
Tourist Development Council	4,750
Non-Departmental Agencies	<u>708,325</u>
Sub-Total	<u>\$8,749,311</u>
<u>Constitutional Officers</u>	
Sheriff	<u>\$1,000,243</u>
Sub-Total	<u>\$1,000,243</u>
Total	<u><u>\$9,749,554</u></u>

Changes were made to the recommended budget for various reasons during the budget workshops in July and at the public hearings. Amounts that had been estimated were corrected as more reliable information became available. The County Administrator recommended changes that were approved by the Board of County Commissioners and Board-directed changes resulting from workshop discussions were made. Following is a listing of the changes made within each Department.

Changes From The Recommended Budget (Continued)

Community Services

The budget was increased by \$258,900 to carry forward funding for equipment and services contracted for in FY 1997-98 that will not be received until FY 1998-99.

County Commission

The budget was reduced by \$10,832 to adjust for a lower salary to be paid a new employee in FY1998-99 than was earned by the previous employee in FY 1997-98.

County Cooperative Extension Services

An increase of \$115,000 was required to carry forward funding for equipment and services contracted for in FY 1997-98 that will not be received until FY 1998-99.

Engineering and Public Works

The budget was raised by \$1,187,714 to carry forward funding for equipment and services contracted for in FY1997-98 that will not be received until FY 1998-99. The budget was also reduced by \$750,000 to move the Street Lighting Program from an operating fund to a capital fund.

Environmental Resources Management

The budget increased by \$415,930 to create a budget for Pollution Control Violation revenue and \$198,092 to account for a grant. There was also an increase of \$29,092 to carry forward funding for equipment and services contracted for in FY 1997-98 that will not be received until FY 1998-99.

Facilities Development and Operations

An increase of \$300,762 was necessary to carry forward funding for equipment and services contracted for in FY 1997-98 that will not be received until FY 1998-99. An additional \$2,247,641 was added to adjust for changes in new and replacement vehicles to be purchased in FY1998-99.

Changes From The Recommended Budget (Continued)

Financial Management and Budget

The budget was raised by \$10,215 to carry forward funding for equipment that was ordered in FY 1997-98 that will not be received until FY 1998-99.

Fire-Rescue

The budget increased by \$1,124,176 to carry forward funding for equipment and services contracted for in FY1997-98 that will not be received until FY1998-99.

Information Systems Services

The budget rose by \$24,000 to carry forward funding for the physical area upgrade to the Solution Center.

Judicial

An increase of \$75,000 was required to carry forward funding for equipment and services contracted for in FY1997-98 that will not be received until FY1998-99. The budget also increased by \$20,116 to account for additional grant funding to be received.

Parks and Recreation

The budget was raised by \$137,922 to carry forward funding for equipment and services contracted for in FY1997-98 that will not be received until FY1998-99.

Planning, Zoning and Building

The budget increased by \$1,096,054 to Carry forward funding for equipment and services contracted for in FY1997-98 that will not be received until FY1998-99. There was also an increase of \$40,000 to appropriate a grant.

Changes From The Recommended Budget (Continued)

Public Affairs

The budget was adjusted upward by \$74,107 to carry forward funding for equipment and services contracted for in FY1997-98 that will not be received until FY1998-99.

Public Safety

The budget increased by \$1,197,034 to appropriate an Emergency Management grant. An additional \$182,953 was added to establish budget for the Victims Fund, a previously unbudgeted trust fund. The remaining increase of \$29,092 was to carry forward funding for equipment and services contracted for in FY1997-98 that will not be received until FY1998-99.

Tourist Development Council

The budget increased by \$4,750 to reflect changes approved by the Board of County Commissioners on July 9, 1998.

Non-Departmental Agencies

The budget was raised by \$661,287 to recognize a transfer from the Law Enforcement Block Grant Fund and \$47,038 to appropriate additional grant funding.

Sheriff

The budget increased by \$1,002,243 to carry forward funding for equipment and services contracted for in FY1997-98 that will not be received until FY 1998-99.

Ad Valorem Taxes Countywide and Dependent Taxing Districts

	<u>FY 1994-95</u>	<u>FY 1995-96</u>	<u>FY 1996-97</u>	<u>FY 1997-98</u>	<u>FY 1998-99</u>	<u>FY 1998-99 Tax*</u>
Countywide	4.5193	4.5191	4.5191	4.8666	4.8582	\$307,140,692
Dependent Taxing Districts:						
Library District	0.4437	0.4838	0.4997	0.4997	0.5246	\$ 18,469,298
Fire-Rescue Main MSTU	2.5539	2.5293	2.4998	2.5764	2.7819	\$ 68,923,820
Glades Region Fire MSTU	0.4495	0.6764	0.8094	0.8019	0.9594	\$ 762,645
Jupiter Fire-Rescue	n/a	n/a	n/a	1.9334	1.9962	\$ 5,528,186

* Ad valorem taxes for FY 1998-99 are based upon the tentative 1998 Certification of Taxable Value, multiplied by the millage for FY 1998-99.

The above millage rates are those levied by the Palm Beach County Board of County Commissioners for Countywide and Dependent Taxing Districts. All property owners with taxable properties located within Palm Beach County will pay the Countywide millage. The millages shown for the Dependent Taxing Districts will apply to properties located within those Districts.

A "mill" is one-tenth of a penny, or \$1.00 of ad valorem tax for each \$1,000 of certified taxable value.

A property owner with property assessed at \$100,000 and a homestead exemption of \$25,000 will pay the above Countywide millage on \$75,000 of taxable value, calculated by the following formula:

$$(\text{Assessed Value} - \text{Homestead Exemption}) \div 1000 \times \text{Millage rate} = \text{Ad Valorem Tax}$$

Countywide Example:

$$(\$100,000 - 25,000) \div 1000 \times 4.8582 = \$ 364.37$$

Note that the above example is calculated on the Countywide rate only and does not take into account the Dependent Taxing Districts.

There are numerous other taxing authorities within Palm Beach County which levy taxes in addition to the Palm Beach County Board of County Commissioners. Examples of these other taxing authorities include the South Florida Water Management District, the School Board of Palm Beach County, various municipalities and independent taxing districts.

Board of County Commissioners

Percent Increase In Millage Over Rolled-Back Rate (1)

	FY 1998-99 Rolled-Back Rate		FY 1998-99 Proposed Taxes		Proposed Increase		
	<u>Millage</u>	<u>Taxes</u>	<u>Millage</u>	<u>Taxes</u>	<u>Millage</u>	<u>Taxes</u>	% Increase Over <u>Rolled-Back Rate</u>
Countywide (2)	4.4717	\$282,150,758	4.6000	\$290,810,410	0.1283	\$8,659,652	3.07 %
County Library District	0.4882	17,187,784	0.5246	18,469,298	0.0364	1,281,514	7.46 %
Fire-Rescue MSTU	2.5132	62,266,561	2.7819	68,923,820	0.2687	6,657,259	10.69 %
Jupiter Fire-Rescue	1.8970	5,253,466	1.9962	5,528,186	0.0992	274,720	5.23 %
Glades Regional Fire MSTU	0.8176	<u>649,925</u>	0.9594	<u>762,645</u>	0.1418	<u>112,720</u>	<u>17.34 %</u>
Aggregate	5.8132	<u>\$367,508,494</u>	6.0819	<u>\$384,494,359</u>	0.2687	<u>\$16,985,865</u>	<u>4.62 %</u>

(1) Rolled-Back Rate is the millage rate which, exclusive of new construction, will provide the same ad valorem tax revenue as was levied during the prior year.

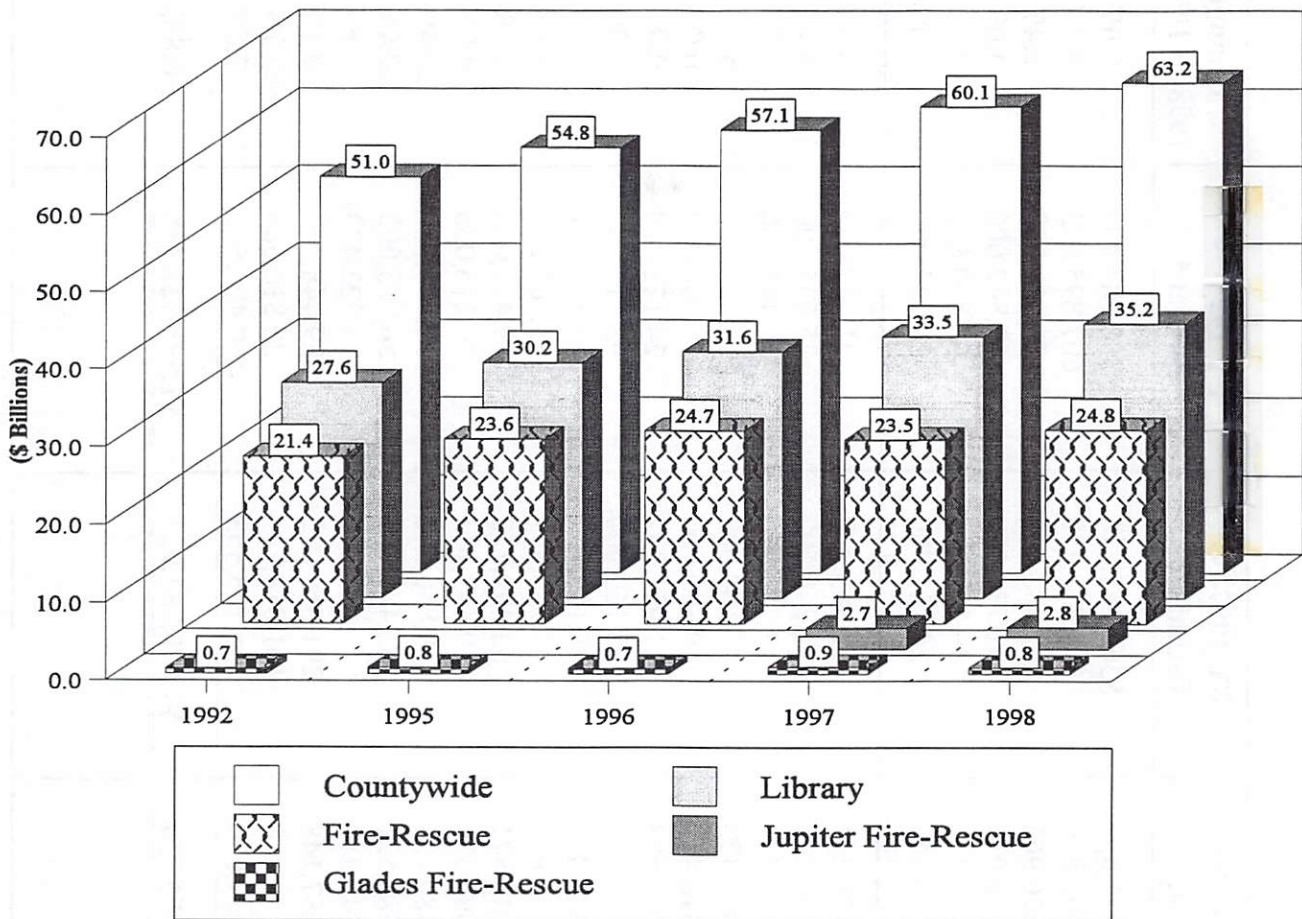
(2) Exclusive of proposed voted debt millage rate of 0.2582.

(3) Aggregate Millage Rate is the sum of all ad valorem taxes levied by the governing body of a county for countywide purposes, plus ad valorem taxes levied for any district dependent to the governing body, divided by the total taxable value of the county, converted to a millage rate.

Changes in Property (Ad Valorem) Taxes

	FY 1997-98 Budget		FY 1998-99 Budget		Increase (Decrease) Amount	Percent
	Millage	Amount	Millage	Amount		
Countywide						
General Fund	2.0811	\$125,172,871	4.3423	\$274,518,704	\$149,345,833	119.31%
Fine & Forfeiture Fund	2.3441	140,991,650	0.0000	0	(140,991,650)	-100.00%
County Transportation Trust	0.0121	727,784	0.1138	7,194,397	6,466,613	888.53%
Capital Outlay	0.1103	6,634,264	0.1165	7,365,090	730,826	11.02%
Public Buildings Improvement Fund	0.0524	3,151,727	0.0274	1,732,219	(1,419,508)	-45.04%
Voted Debt Service	0.2666	16,035,312	0.2582	16,330,282	294,970	-1.14%
Sub-Total Countywide	4.8666	\$292,713,608	4.8582	\$307,140,692	\$14,427,084	4.93%
Dependent Districts						
County Library	0.4997	16,756,365	0.5246	18,469,298	1,712,933	10.22%
Fire-Rescue Countywide MSTU	2.5764	60,449,742	2.7819	68,923,820	8,474,078	14.02%
Jupiter Fire MSTU	1.9334	5,157,844	1.9962	5,528,186	370,342	7.18%
Glades Regional Fire MSTU	0.8019	703,171	0.9594	762,645	59,474	8.46%
Sub-Total Dependent Districts		\$83,067,122		\$93,683,949	\$10,616,827	12.78%
Total Property Taxes		\$375,780,730		\$400,824,641	\$25,043,911	6.66%
Use of Property Taxes		FY 1997-98 Budget		FY 1998-99 Budget	Increase (Decrease) Amount	Percent
County Commission - Countywide		\$84,782,441		\$90,889,519	\$6,107,078	7.20%
County Commission - Voted Debt Service		16,035,312		16,330,282	294,970	1.84%
County Library		16,756,365		18,469,298	1,712,933	10.22%
Fire-Rescue		66,310,757		75,214,651	8,903,894	13.43%
Sheriff		136,932,981		146,205,993	9,273,012	6.77%
Property Appraiser		12,465,000		12,892,050	427,050	3.43%
Judicial System		12,579,713		13,820,196	1,240,483	9.86%
Clerk of the Courts		24,816,733		21,511,179	(3,305,554)	-13.32%
Supervisor of Elections		2,711,428		3,201,473	490,045	18.07%
Tax Collector		2,390,000		2,290,000	(100,000)	-4.18%
Total		\$375,780,730		\$400,824,641	\$25,043,911	6.66%

Taxable Valuation Comparison



Summary of Revenues by Source

	FY 1996-97 Actual	FY 1997-98 Estimated	FY 1998-99 Budget *	% Change 1998 to 1999
Property Taxes - Current	\$323,751,502	\$360,655,316	\$380,783,409	5.6%
Fund Balances	613,863,810	558,738,238	607,895,643	8.8%
Gasoline Tax	46,616,966	47,882,000	49,016,000	2.4%
One-Half Cent Sales Tax	48,707,010	51,771,000	53,842,000	4.0%
Interest	44,238,073	39,379,774	33,550,607	-14.8%
Utility Service Tax	34,046,340	35,207,000	36,624,000	4.0%
Federal Grants	35,793,583	50,051,470	75,261,164	50.4%
State Grants	13,331,331	19,985,832	21,267,064	6.4%
State Shared Revenues	23,090,231	24,246,500	25,635,000	5.7%
Franchise Fees	18,254,082	17,705,000	18,495,500	4.5%
Tourist Tax	13,967,473	15,100,000	15,855,000	5.0%
Building Permits	10,318,414	9,700,000	9,700,000	0.0%
Charges for Services - Other	20,272,558	21,951,297	24,122,010	9.9%
Charges for Services - Water & Sewer	54,384,566	60,160,000	62,117,000	3.3%
Charges for Services - Public Safety	23,376,830	26,155,792	26,580,707	1.6%
Charges for Services - Airport	53,011,857	52,799,957	53,763,237	1.8%
Special Assessments & Impact Fees	33,340,871	38,499,778	39,449,068	2.5%
Excess Fees from Constitutional Officers	18,396,536	19,443,135	20,216,036	4.0%
Fines and Forfeitures	9,380,855	9,886,642	11,900,669	20.4%
Other Revenues	44,588,521	62,482,987	56,005,095	-10.4%
Statutory Reserves	11,149,742	0	(16,922,433)	n/a
Transfers	274,087,148	291,018,072	289,448,267	-0.5%
Debt Proceeds	0	101,818,791	30,810,000	-69.7%
Internal Services	55,407,030	56,145,353	60,406,695	7.6%
Total	<u>\$1,823,375,329</u>	<u>\$1,970,783,934</u>	<u>\$1,985,821,738</u>	0.8%
* FY 1998-99 Property Taxes represents the budgeted amount, net of a 5 % statutory reserve.				

Revenues Sensitive to the Economy

	<u>Actual</u> <u>FY 1994-95</u>	<u>Actual</u> <u>FY 1995-96</u>	<u>Actual</u> <u>FY 1996-97</u>	<u>Estimated</u> <u>FY 1997-98</u>	<u>Budget</u> <u>FY 1998-99</u>
Ad Valorem from New Construction	\$8,491,535	\$10,171,455	\$9,642,000	\$9,217,884	\$10,194,026
Electricity Franchise Fees	13,264,242	14,117,969	15,368,039	14,755,000	15,398,000
Electricity Utility Tax	23,580,251	24,415,968	23,769,826	24,750,000	25,542,000
Development Fees	38,051,726	39,130,246	43,475,137	46,506,816	48,234,589
Sales Tax	<u>43,607,277</u>	<u>46,932,027</u>	<u>48,707,010</u>	<u>51,771,000</u>	<u>53,842,000</u>
	<u>\$126,995,031</u>	<u>\$134,767,665</u>	<u>\$140,962,012</u>	<u>\$147,000,700</u>	<u>\$153,210,615</u>

Revenues Sensitive to the Economy are affected by the direction of the economy, i.e., employment, construction, consumption, etc. These revenues are driven by factors both within and outside the County, as families and business owners evaluate national and international issues in the timing of their purchases and the creation or expansion of their businesses. For the past few years the County has benefitted from an expansion of the population and new jobs.

Ad Valorem from New Construction appears to be leveling off. New taxable property value for FY 1998-99 increased by 1.9% from FY 1997-98 to \$1.515 billion. New construction includes additions and rehabilitative improvements which increased in assessed value by at least 100%. Ad valorem from new construction includes voted debt millage.

Electricity Franchise Fees and Utility Tax reflect the County's continuing population growth. These revenues are subject to the weather and rate adjustments.

Development Fees consist of building permits, impact fees, developer contributions, and fees for permits, platting, zoning, planning and building. Growth is projected to be modest and mostly attributable to residential development.

Sales Tax is the County's portion of the State's 6% Sales and Use Tax. Increasing revenues indicate a strong economy and population growth.

Gas Tax Revenues

	<u>Actual</u> <u>FY 1994-95</u>	<u>Actual</u> <u>FY 1995-96</u>	<u>Actual</u> <u>FY 1996-97</u>	<u>Estimated</u> <u>FY 1997-98</u>	<u>Budget</u> <u>FY 1998-99</u>
County	\$3,513,385	\$3,359,315	\$3,431,249	\$3,498,000	\$3,577,000
Constitutional	7,326,571	6,645,711	6,601,618	6,925,000	7,083,000
Ninth Cent	4,550,190	4,634,184	4,570,982	4,676,000	4,784,000
Local Option	<u>32,402,536</u>	<u>33,005,278</u>	<u>32,013,117</u>	<u>32,783,000</u>	<u>33,572,000</u>
	<u>\$47,792,682</u>	<u>\$47,644,488</u>	<u>\$46,616,966</u>	<u>\$47,882,000</u>	<u>\$49,016,000</u>

The County Gas Tax was established by Florida Statute (F.S.) Sections 206.41 and 206.60 and is levied on motor fuel at the rate of 1-cent per gallon. The Department of Revenue (DOR) administers the tax and redistributes the proceeds to the County on a monthly basis using the distribution factor described below. The funds received from this tax are used for road and bridge maintenance and mass transit, and are budgeted in the County Transportation Trust Fund.

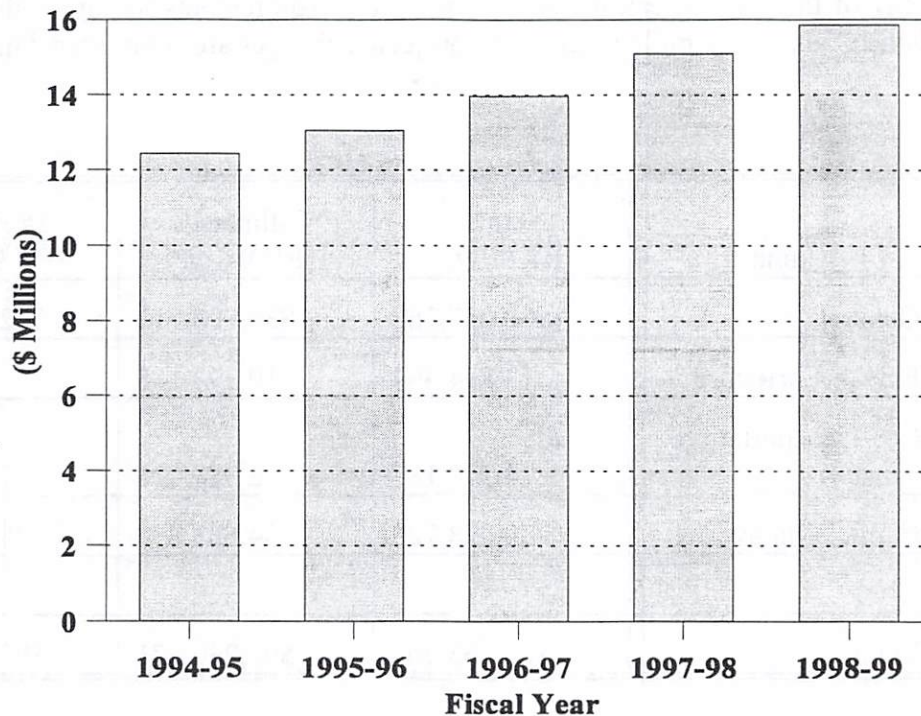
The 2-cent per gallon Constitutional Gas Tax is levied on motor fuel under F.S. Sections 206.41 and 206.47, and the tax is restricted in use to road construction, acquisition, and maintenance. The Constitutional Gas Tax is collected from all counties by the DOR, and the tax is distributed monthly based on the formula described below.

The distribution formula for County and Constitutional Gas Taxes is similar. The formula is based upon three weighted ratios, including an area component, a population component, and a monthly gas tax collection component.

A 1-cent gas tax (Ninth Cent Gas Tax) is levied by the County per F.S. Section 336.021 on each gallon of motor and diesel fuel sold, as adopted in 1993 by the Board of County Commissioners. Use of the proceeds is restricted to transportation expenditures needed to meet the requirements of the capital improvements element of an adopted comprehensive plan. Current Board policy allocates 50% of this revenue to Mass Transit and 50% to road improvements. The proceeds of the tax are distributed by the DOR to the County and the tax is not shared with its municipalities.

The County levies two separate Local Option Gas Taxes pursuant to F.S. Section 336.025. The first is a 6-cent gas tax on each gallon of motor and diesel fuel sold at retail. This tax, originally adopted in 1983 by the Board of County Commissioners, was due to expire in 1995, and was extended for an additional thirty years. Use of the proceeds is restricted to transportation expenditures. The second tax, adopted in 1993 by the Board of County Commissioners, levies a 5-cent tax on motor fuel only. Use of the proceeds is restricted to transportation expenditures needed to meet the requirements of the capital improvements element of an adopted comprehensive plan. Current Board policy allocates 50% of this revenue to Mass Transit and 50% to road improvements. The County shares the proceeds of both of these taxes with its local municipalities through interlocal agreements. The County receives 2/3 of the proceeds from the 6-cent tax, and 79% of the proceeds from the 5-cent tax.

Tourist Development Taxes



Actual FY 1994-95	Actual FY 1995-96	Actual FY 1996-97	Estimated FY 1997-98	Budget FY 1998-99
\$12,441,120	\$13,045,702	\$13,967,473	\$15,100,000	\$15,855,000

Tourist Development Taxes are derived from a 4% tax on the renting of any living accommodation for a term of six months or less. The first three percent of Tourist Development Taxes has been distributed in the following manner: 53.6% for tourism promotion and advertisement (Category A), 23% for cultural and fine arts programs (Category B), 14.4% for beach restoration (Category C), 4% to promote the County as a film and television production location (Category D) and 5% to promote sporting events within the County (Category G). Starting in FY 1998-99 the first \$250,000 of the first three percent of this tax will be reserved for the operation and maintenance costs of the convention center and the next \$100,000 will be reserved for special major projects that further tourism.

Effective January 1, 1994 the Board of County Commissioners adopted a fourth cent of tourist tax to be used to fund design costs and debt service payments on debt issued in association with professional sports franchise facilities and to fund debt service on debt issued to finance a convention center, which was subsequently amended to additionally fund planning and design costs of a convention center prior to the issuance of bonds.

Projected Changes in Fund Balance

The change in fund balance is projected for the operating funds in which ad valorem taxes are levied on a Countywide basis. In the process of formulating budget recommendations, the balance available for appropriation in any of these funds can be used to offset tax requirements in any of the other funds while maintaining the same Countywide millage rate. The projected changes are summarized in the following table.

Fund	Actual FY 96-97	Estimated FY 97-98	Projected FY 98-99*
General	\$38,063,362	\$34,790,713	\$62,299,318
Fine & Forfeiture	13,894,494	19,398,115	0
Co. Transportation Trust	4,377,187	2,358,005	2,579,294
Capital Outlay	30,928,725	34,683,838	28,696,445
Total	\$87,263,768	\$91,230,671	\$93,575,057

* The General and Fine & Forfeiture Funds are combined in FY 1998-99.

After eight consecutive years of lowering or maintaining the Countywide operating millage rate, Palm Beach County increased it by 8.6%, to 4.6000, for FY 1997-98 and has maintained the same rate for the FY 1998-99 budget. This has been accomplished through a combination of reductions in Departmental operating budgets, implementation of alternative revenue sources, and a commitment by Management to realize savings whenever possible. In addition to holding the tax rate level, these measures have enabled the County to accumulate significant fund balances that are available to fund future needs. The financial stability of the County, as evidenced by a strong fund balance, has also resulted in Standard & Poors upgrading the County's general obligation debt rating to "AA". Only three counties in Florida are rated "AA" by both Standard & Poors and Moody. Current projections show that the County should be able to maintain the current millage rate for the next four years without impacting the level of service.

It is anticipated that the County will continue to maintain a strong financial position. Over the past six years, Reserves for Balances Forward have been increased from \$6.7 million to over \$26 million.

Detailed projections for the funds are shown on the following pages.

Projected Change in Fund Balance
Fiscal Years 1997-1999
General Fund

	<u>Actual</u> <u>FY96-97</u>	<u>Budget</u> <u>FY97-98</u>	<u>Estimated</u> <u>FY97-98</u>	<u>Budget*</u> <u>FY98-99</u>	<u>Estimated</u> <u>FY98-99</u>
<u>Revenues</u>					
Current Property Taxes	\$108,452,419	\$125,172,871	\$120,165,956	\$274,518,704	\$263,537,956
Licenses, Permits & Other Taxes	3,838,029	4,145,904	3,874,631	4,812,489	4,812,489
Intergovernmental Revenue	23,831,287	25,544,645	26,147,858	29,112,775	28,239,392
Charges for Services	9,659,223	10,437,997	10,395,427	27,967,799	30,764,579
Fines & Forfeitures	33,364	68,500	40,108	6,545,224	6,872,485
Miscellaneous Revenues	13,825,251	16,481,229	14,797,440	17,855,504	18,748,279
Interest Earnings	2,901,531	2,200,000	2,859,082	6,150,000	6,000,000
Operating Transfers In	19,085,101	17,508,976	17,496,654	55,543,098	55,543,098
Other Sources of Funds	15,196,397	15,350,000	15,450,000	19,300,000	18,335,000
Fund Balance	40,237,720	33,004,957	38,063,362	55,333,261	55,333,261
Statutory Reserves	0	(9,969,311)	0	(19,250,934)	0
Total	<u>\$237,060,322</u>	<u>\$239,945,768</u>	<u>\$249,290,518</u>	<u>\$477,887,920</u>	<u>\$488,186,539</u>
<u>Expenditures</u>					
Personal Services	\$72,624,916	\$79,720,118	\$77,069,741	\$86,999,805	\$83,519,813
Operating Expenses	64,103,606	82,405,749	77,549,429	90,432,240	67,824,180
Capital Outlay	2,685,519	3,393,476	3,141,223	2,591,969	2,203,074
Lease Purchase Payments	97,740	52,865	41,995	52,925	52,925
Grants and Aids	26,851,438	28,205,007	28,173,936	30,001,229	30,001,229
Non-Operating	49,666,301	61,264,521	42,831,288	281,439,183	242,286,000
Charge-offs	(13,446,758)	(15,095,968)	(14,307,807)	(13,629,431)	0
Total	<u>\$202,582,762</u>	<u>\$239,945,768</u>	<u>\$214,499,805</u>	<u>\$477,887,920</u>	<u>\$425,887,221</u>
Fund Balance	<u>\$38,063,362</u>		<u>\$34,790,713</u>		<u>\$62,299,318</u>

* The General Fund includes the Fine and Forfeiture Fund in FY 1998-99.

Projected Change in Fund Balance
Fiscal Years 1997-1999
Fine and Forfeiture Fund

	<u>Actual</u> <u>FY96-97</u>	<u>Budget</u> <u>FY97-98</u>	<u>Estimated</u> <u>FY97-98</u>	<u>Budget*</u> <u>FY98-99</u>	<u>Estimated</u> <u>FY98-99</u>
<u>Revenues</u>					
Current Property Taxes	\$115,144,094	\$140,991,650	\$135,352,000	\$0	\$0
Licenses, Permits & Other Taxes	755,617	750,000	753,000	0	0
Intergovernmental Revenue	344,520	240,000	324,751	0	0
Charges for Services	16,755,504	15,911,348	17,245,658	0	0
Fines & Forfeitures	5,201,638	5,368,000	5,883,273	0	0
Miscellaneous Revenues	2,266,432	1,624,458	1,882,077	0	0
Interest Earnings	3,671,416	3,370,000	3,899,645	0	0
Operating Transfers In	41,823,576	40,121,375	43,849,529	0	0
Transfer from Constitutional Officers	79,633	0	21,461	0	0
Other Sources of Funds	2,278,632	1,000,000	3,098,985	0	0
Fund Balance	25,630,604	17,626,424	13,894,494	0	0
Statutory Reserves	0	(8,513,816)	0	0	0
Total	<u>\$213,951,666</u>	<u>\$218,489,439</u>	<u>\$226,204,873</u>	<u>\$0</u>	<u>\$0</u>
<u>Expenditures</u>					
Personal Services	\$2,399,884	\$2,816,306	\$2,834,900	\$0	\$0
Operating Expenses	2,824,863	2,948,982	2,746,435	0	0
Capital Outlay	84,194	85,361	88,217	0	0
Lease Purchase Payments	7,562	9,000	0	0	0
Grants and Aids	5,850	0	0	0	0
Non-Operating	194,891,700	212,629,790	201,137,206	0	0
Total	<u>\$200,214,053</u>	<u>\$218,489,439</u>	<u>\$206,806,758</u>	<u>\$0</u>	<u>\$0</u>
Fund Balance	<u>\$13,894,494</u>		<u>\$19,398,115</u>		<u>\$0</u>

* The Fine and Forfeiture Fund is incorporated into the General Fund in FY 1998-99.

Projected Change in Fund Balance
Fiscal Years 1997-1999
County Transportation Trust Fund

	Actual FY 96-97	Budget FY 97-98	Estimated FY 97-98	Budget FY 98-99	Estimated FY 98-99
<u>Revenues</u>					
Current Property Taxes	\$1,710,034	\$727,784	\$698,700	\$7,194,397	\$6,906,621
Licenses, Permits & Other Taxes	46,691	27,000	29,036	20,000	25,000
Intergovernmental Revenue	10,187,727	10,647,500	10,874,526	11,010,000	10,790,000
Charges for Services	4,513	8,000	2,000	2,000	3,000
Miscellaneous Revenues	1,206,362	1,680,778	1,129,058	926,575	1,153,218
Interest Earnings	332,756	406,000	168,550	42,044	180,000
Special Assessments/Impact Fees	46,085	70,000	235,707	100,000	150,000
Operating Transfers In	9,648,623	11,821,623	11,799,973	10,585,623	10,500,000
Fund Balance	8,400,864	4,233,144	4,377,187	2,358,005	2,358,005
Statutory Reserves	0	(681,865)	0	(994,130)	0
Total	<u>\$31,583,655</u>	<u>\$28,939,964</u>	<u>\$29,314,737</u>	<u>\$31,244,514</u>	<u>\$32,065,844</u>
<u>Expenditures</u>					
Personal Services	\$13,697,190	\$14,601,256	\$14,330,515	\$15,041,464	\$14,339,805
Operating Expenses	9,939,689	13,058,906	11,878,224	15,309,715	14,544,229
Capital Outlay	3,506,162	737,847	718,763	404,618	372,249
Grants and Aids	189,160	283,505	29,230	230,267	230,267
Non-Operating	0	258,450	0	258,450	0
Total	<u>\$27,332,201</u>	<u>\$28,939,964</u>	<u>\$26,956,732</u>	<u>\$31,244,514</u>	<u>\$29,486,550</u>
Fund Balance	<u>\$4,377,187</u>		<u>\$2,358,005</u>		<u>\$2,579,294</u>

Projected Change in Fund Balance
Fiscal Years 1997-1999
Capital Outlay Fund

	Actual <u>FY 96-97</u>	Budget <u>FY 97-98</u>	Estimated <u>FY 97-98</u>	Budget <u>FY 98-99</u>	Estimated <u>FY 98-99</u>
<u>Revenues</u>					
Current Property Taxes	\$5,619,467	\$6,634,264	\$6,368,893	\$7,365,090	\$7,070,486
Licenses, Permits & Other Taxes	37,847	0	35,529	0	0
Intergovernmental Revenue	0	23,696	0	23,696	23,696
Miscellaneous Revenues	0	102,000	81,472	22,928	21,785
Interest Earnings	1,797,464	1,088,800	1,768,646	1,163,465	1,650,000
Special Assessments/Impact Fees	0	46,029	0	0	0
Operating Transfers In	833,468	3,108,716	282,500	400,000	400,000
Fund Balance	27,100,971	32,801,269	30,928,725	34,683,838	34,683,838
Statutory Reserves	0	(384,969)	0	(423,506)	0
Total	<u>\$35,389,217</u>	<u>\$43,419,805</u>	<u>\$39,465,765</u>	<u>\$43,235,511</u>	<u>\$43,849,805</u>
<u>Expenditures</u>					
Personal Services	\$0	\$0	\$150,860	\$7,868	\$7,868
Operating Expenses	726,861	710,810	326,166	723,245	361,623
Capital Outlay	13,791,132	41,759,588	4,080,344	42,230,244	14,780,585
Grants and Aids	263,367	227,839	224,557	3,284	3,284
Non-Operating	0	721,568	0	270,870	0
Total	<u>\$14,781,360</u>	<u>\$43,419,805</u>	<u>\$4,781,927</u>	<u>\$43,235,511</u>	<u>\$15,153,360</u>
Fund Balance	<u>\$30,928,725</u>		<u>\$34,683,838</u>		<u>\$28,696,445</u>

**Board of County Commissioners
Adopted Budget Comparison by Fund
Fiscal Years 1997-98 and 1998-99**

1997 Final Non-Exempt Valuation Countywide \$59,983,057,873

1998 Tentative Non-Exempt Valuation Countywide \$ 63,219,654,270

Fund Name	1997-98 Adopted				1998-99 Adopted			
	Mills	Taxes	Other Revenue	Budget	Mills	Taxes	Other Revenue	Budget
General Fund	2.0811	125,172,871	128,245,907	253,418,778	4.3423	274,518,704	215,410,304	489,929,008
Fine & Forfeiture Fund	2.3441	140,991,650	77,497,789	218,489,439	0.0000	0	0	0
County Transportation Trust Fund	0.0121	727,784	28,212,180	28,939,964	0.1138	7,194,397	24,050,117	31,244,514
Capital Outlay Fund	0.1103	6,634,264	36,785,541	43,419,805	0.1165	7,365,090	35,870,421	43,235,511
Public Buildings Improvement Fund	0.0524	3,151,727	8,705,858	11,857,585	0.0274	1,732,219	9,635,835	11,368,054
Operating Ad Valorem Tax Funds - Countywide	4.6000	276,678,296	279,447,275	556,125,571	4.6000	290,810,410	284,966,677	575,777,087
6M Beach Acquisition Bond		0	460	460		0	0	0
35M Beach & Park Bond		0	2,100	2,100		0	0	0
45.625M GO Refunding 98 Interest & Sinking		0	0	0	0.0428	2,706,956	851,338	3,558,294
23.375M Refunding Bond	0.0547	3,290,066	8,634	3,298,700	0.0521	3,295,150	11,038	3,306,188
50M Environmentally Sensitive Lands Bond	0.0531	3,193,830	84,955	3,278,785	0.0402	2,542,515	20,808	2,563,323
59.39M Refunding Bond	0.0860	5,172,681	28,706	5,201,387	0.0836	5,287,419	(77,372)	5,210,047
50M ESL 94 DS Sinking	0.0728	4,378,735	43,698	4,422,433	0.0395	2,498,242	24,010	2,522,252
Voted Debt Service Ad Valorem Tax - Countywide	0.2666	16,035,312	168,553	16,203,865	0.2582	16,330,282	829,822	17,160,104
Total Ad Valorem Tax Funds - Countywide	4.8666	\$292,713,608	\$279,615,828	\$572,329,436	4.8582	\$307,140,692	\$285,796,499	\$592,937,191

**Board of County Commissioners
Adopted Budget Comparison by Fund
Fiscal Years 1997-98 and 1998-99**

1997 Final Non-Exempt Valuation Countywide \$59,983,057,873

1998 Tentative Non-Exempt Valuation Countywide \$ 63,219,654,270

Fund Name	1997-98 Adopted				1998-99 Adopted			
	Mills	Taxes	Other Revenue	Budget	Mills	Taxes	Other Revenue	Budget
AC&C Mobile Spay/Neuter Program			371,889	371,889			450,035	450,035
Handicapped Parking Enforcement			151,601	151,601			192,051	192,051
Natural Areas Stewardship Endowment			2,351,906	2,351,906			2,373,363	2,373,363
Supervisor of Elections			2,751,428	2,751,428			3,231,473	3,231,473
South Lake Worth Inlet			365,344	365,344			2,957,381	2,957,381
Unit 11 Stewardship Fund			0	0			810,776	810,776
Law Library			925,388	925,388			732,425	732,425
Mass Transportation Trust Fund			16,571,381	16,571,381			0	0
Law Enforcement Trust Fund			1,075,988	1,075,988			1,190,588	1,190,588
Public Guardianship Program			130,500	130,500			130,500	130,500
Sales Tax Revenue			51,068,181	51,068,181			55,397,792	55,397,792
Criminal Justice			2,536,073	2,536,073			3,039,489	3,039,489
Tourist Development Trust Fund			26,969,382	26,969,382			30,293,673	30,293,673
Bond Waiver Program			190,144	190,144			211,360	211,360
Vessel Registration Fee			859,789	859,789			995,920	995,920
School Impact Fee			7,442,000	7,442,000			14,019,920	14,019,920
D.O.S.S. - Community Centers			309,158	309,158			314,879	314,879
Law Enforcement Block Grant			945,013	945,013			945,013	1,578,718
Metropolitan Planning Organization			2,779,383	2,779,383			2,890,449	2,890,449
E-911 Program			4,415,288	4,415,288			3,846,170	3,846,170
Weed & Seed Program			444,624	444,624			0	0
Drug Abuse Trust Fund			138,985	138,985			188,970	188,970
Affordable Housing Trust Fund			10,135,650	10,135,650			9,905,901	9,905,901
Natural Areas Fund			281,302	281,302			1,560,807	1,560,807
Franchise Fee Fund			17,344,429	17,344,429			16,890,739	16,890,739
Public Service Tax Fund			34,388,100	34,388,100			35,758,250	35,758,250

**Board of County Commissioners
Adopted Budget Comparison by Fund
Fiscal Years 1997-98 and 1998-99**

1997 Final Non-Exempt Valuation Countywide \$59,983,057,873

1998 Tentative Non-Exempt Valuation Countywide \$ 63,219,654,270

Fund Name	1997-98 Adopted				1998-99 Adopted			
	Mills	Taxes	Other Revenue	Budget	Mills	Taxes	Other Revenue	Budget
HUD Supportive Houses			401,290	401,290			414,384	414,384
Americorps Human Services			270,875	270,875			261,872	261,872
Head Start			9,599,389	9,599,389			11,335,137	11,335,137
Community Action Program Fund			1,145,653	1,145,653			1,132,809	1,132,809
EMS Award-Grant Program Fund			874,387	874,387			834,376	834,376
Public Safety Grants Fund			195,296	195,296			279,756	279,756
Housing & Community Development			19,257,339	19,257,339			20,210,598	20,210,598
Home Investment Partnership Act			9,349,281	9,349,281			11,208,280	11,208,280
JTPA Adult Migrant			401,682	401,682			422,840	422,840
Senior Aides Employment Program			711,134	711,134			708,021	708,021
Division of Senior Services			8,403,685	8,403,685			6,512,785	6,512,785
Intragov't Radio Communication Prog. Fund			2,779,322	2,779,322			4,769,606	4,769,606
Low Income Home Energy Program Fund			468,010	468,010			586,660	586,660
Ryan White Care Program			8,899,470	8,899,470			10,377,224	10,377,224
EM Preparedness & Assistance			137,892	137,892			137,892	107,200
26.3M Community Parks DS Fund			2,111,198	2,111,198			2,108,595	2,108,595
Professional Sports Facility DS Fund			2,245,734	2,245,734			2,246,413	2,246,413
2.5M Improvement Bond DS Fund			14,335	14,335			0	0
9.375M Non Ad Valorem '95 DS Fund			2,831,415	2,831,415			1,801,594	1,801,594
1M Glades Health Facility DS Fund			232,471	232,471			230,955	230,955
10.47M Airport Centre DS Fund			894,070	894,070			892,195	892,195
N. County Gov't'l Expansion Cts DS			689,763	689,763			1,734,890	1,734,890
20.325M Judicial Ctr Parking Garage DS Fund			1,201,788	1,201,788			1,201,498	1,201,498
8.585M Okecheelee Golf DS Fund			765,640	765,640			765,915	765,915
30.73M Beach Bond Refunding			6,186,261	6,186,261			6,180,534	6,180,534
26.515M Revenue Refunding DS Fund			2,758,400	2,758,400			2,756,900	2,756,900

**Board of County Commissioners
Adopted Budget Comparison by Fund
Fiscal Years 1997-98 and 1998-99**

1997 Final Non-Exempt Valuation Countywide \$59,983,057,873

1998 Tentative Non-Exempt Valuation Countywide \$ 63,219,654,270

Fund Name	1997-98 Adopted				1998-99 Adopted			
	Mills	Taxes	Other Revenue	Budget	Mills	Taxes	Other Revenue	Budget
233.6M Judicial Ctr-Detention Fac. DS Fund			10,331,730	10,331,730			10,333,650	10,333,650
32.775M CJCX Fac Refunding DS Fund			1,689,219	1,689,219			1,878,213	1,878,213
117.485M CJC Refunding DS Fund			6,483,833	6,483,833			6,482,183	6,482,183
26.38M CJC Completion Bond Fund			2,220,778	2,220,778			2,221,352	2,221,352
22.245M Adm Complex Rev. Ref. DS Fund			1,905,405	1,905,405			1,904,875	1,904,875
60.875M Pooled Financing DS Fund			4,362,676	4,362,676			3,763,809	3,763,809
Sheriff Vehicle DS Funds			3,363,032	3,363,032			3,852,637	3,852,637
Sheriff Lt Ind Facility DS			348,796	348,796			0	0
PUD Civic Site Cash Out			1,356,408	1,356,408			2,083,825	2,083,825
Save the Old Courthouse			500,000	500,000			500,005	500,005
Judicial Ctr/Detention Fac. Construction Fund			57,718	57,718			60,750	60,750
26.38M Criminal Justice Facility			9,485,017	9,485,017			7,448,160	7,448,160
Unit 11 Acquisition & Enhancement			0	0			3,575,505	3,575,505
50M ESL 94 Acquisition Fund			16,324,842	16,324,842			13,201,122	13,201,122
Professional Sports Facility			22,218,265	22,218,265			1,626,119	1,626,119
9.375M Non Ad Valorem '95 Rev			717,731	717,731			688,216	688,216
Sheriff Lt Ind Facility Acquisition			6,505,000	6,505,000			0	0
Sheriff Vehicle Loan			2,343,188	2,343,188			1,819,058	1,819,058
800 MHz Radio System Fund			0	0			15,000,000	15,000,000
10.47M Airport Centre Acquisition Fund			492,824	492,824			321,402	321,402
N. County Governmental Center Expansion			12,329,791	12,329,791			21,269,990	21,269,990
32.7M Public Impv. Acq. & Constr. Fund			334,057	334,057			344,751	344,751
20.325M Judicial Ctr. Pkg Garage Const. Fund			2,303,413	2,303,413			1,300,065	1,300,065
8.585M Okeeheelee Golf Acquisition			9,927	9,927			66,002	66,002
Transportation Improvement Fund			121,575,945	121,575,945			125,076,162	125,076,162
Road Impact Fee Funds			60,273,460	60,273,460			70,652,370	70,652,370
30M Park Development Construction Fund			599,965	599,965			1,276,080	1,276,080

**Board of County Commissioners
Adopted Budget Comparison by Fund
Fiscal Years 1997-98 and 1998-99**

1997 Final Non-Exempt Valuation Countywide \$59,983,057,873

1998 Tentative Non-Exempt Valuation Countywide \$ 63,219,654,270

Fund Name	1997-98 Adopted				1998-99 Adopted			
	Mills	Taxes	Other Revenue	Budget	Mills	Taxes	Other Revenue	Budget
26.3M Community Parks Acquisition			22,412,878	22,412,878			20,219,556	20,219,556
Beach Improvement Fund			13,363,486	13,363,486			10,628,254	10,628,254
Law Enforcement Impact Fee Fund			1,870,345	1,870,345			2,675,952	2,675,952
Parks Improvement Fund			9,929,161	9,929,161			11,892,931	11,892,931
Park Impact Fee Funds			29,704,918	29,704,918			34,028,300	34,028,300
Public Buildings Impact Fee Fund			5,039,378	5,039,378			7,287,864	7,287,864
Water Utilities Department			239,928,416	239,928,416			268,389,985	268,389,985
Department of Airports			170,098,712	170,098,712			156,521,519	156,521,519
PBC Transportation Authority-Palm Tran			45,296,951	45,296,951			40,108,392	40,108,392
Southwinds Golf Course Fund			2,328,061	2,328,061			2,593,523	2,593,523
Okeehetee Golf Course			2,080,000	2,080,000			2,633,483	2,633,483
Fleet Management			17,485,106	17,485,106			18,624,114	18,624,114
Employee Health Insurance Fund			18,925,312	18,925,312			18,229,108	18,229,108
Casualty Self Insurance Fund			7,667,431	7,667,431			6,492,500	6,492,500
Risk Management Fund			9,257,902	9,257,902			9,723,671	9,723,671
Information System Services			17,118,570	17,118,570			18,069,663	18,069,663
Graphics			1,245,970	1,245,970			1,137,031	1,137,031
Animal Regulation Trust Fund			44,640	44,640			51,225	51,225
Victims Fund			0	0			0	182,954
Gross-Total Countywide Funds	4.8666	292,713,608	1,449,314,791	1,742,028,399	4.8582	307,140,692	1,489,289,524	1,797,216,183
Less: Inter-Fund Transfers			(308,921,966)	(308,921,966)			(273,232,039)	(273,232,039)
Less: Inter-Dept. Charges			(14,746,348)	(14,746,348)			(14,903,093)	(14,903,093)
Less: Internal Service Funds			(71,700,291)	(71,700,291)			(72,276,087)	(72,276,087)
Net-Total Countywide Funds	4.8666	\$292,713,608	\$1,053,946,186	\$1,346,659,794	4.8582	\$307,140,692	\$1,128,878,305	\$1,436,804,964
Palm Beach County Library	0.4997	16,756,365	3,093,489	19,849,854	0.5246	18,469,298	3,135,026	21,604,324
Library Improvement Fund			144,036	144,036			496,680	496,680

**Board of County Commissioners
Adopted Budget Comparison by Fund
Fiscal Years 1997-98 and 1998-99**

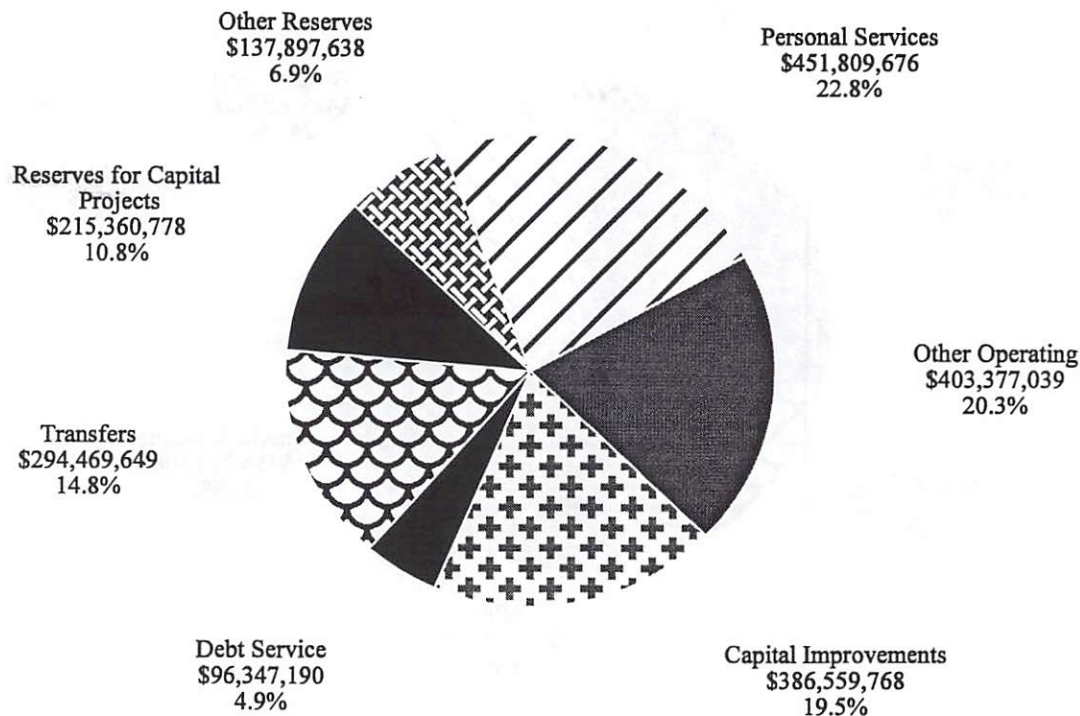
1997 Final Non-Exempt Valuation Countywide \$59,983,057,873

1998 Tentative Non-Exempt Valuation Countywide \$ 63,219,654,270

Fund Name	1997-98 Adopted				1998-99 Adopted			
	Mills	Taxes	Other Revenue	Budget	Mills	Taxes	Other Revenue	Budget
Library Expansion Program			1,668,583	1,668,583			1,698,423	1,698,423
Library Impact Fee Fund			1,591,370	1,591,370			2,144,257	2,144,257
Municipal Service Taxing District			34,930,729	34,930,729			37,666,020	37,666,020
Fire-Rescue MSTU	2.5764	60,449,742	27,877,077	88,326,819	2.7819	68,923,820	22,657,498	91,581,318
Fire-Rescue Grant Funds			5,094	5,094			0	0
Fire-Rescue Long Term Disability Plan			2,127,137	2,127,137			2,556,508	2,556,508
MSBU-Hydrant Rental - Boca Raton			399,052	399,052			397,045	397,045
Aviation Battalion			4,192,174	4,192,174			4,318,765	4,318,765
MSBU-Hydrant Rental - Riviera Beach			23,190	23,190			30,923	30,923
Fire-Rescue Improvement Fund			6,225,935	6,225,935			5,972,729	5,972,729
Fire-Rescue Impact Fee Funds			3,474,208	3,474,208			3,940,298	3,940,298
Fire-Rescue Jupiter MSTU	1.9334	5,157,844	(234,002)	4,923,842	1.9962	5,528,186	(157,285)	5,370,901
Glades Regional Fire MSTU	0.8019	703,171	122,617	825,788	0.9594	762,645	110,389	873,034
MSTU District A			1,105,809	1,105,809			685,556	685,556
MSTU District B			925,619	925,619			871,861	871,861
MSTU District C			1,780,102	1,780,102			1,828,697	1,828,697
MSTU District D			1,118,296	1,118,296			1,209,767	1,209,767
MSTU District E			468,899	468,899			497,720	497,720
Unincorporated Improvement Fund			4,971,498	4,971,498			4,860,729	4,860,729
Gross-Total Dependent Districts		83,067,122	96,010,912	179,078,034		93,683,949	94,921,606	188,605,555
Less: Inter-Fund Transfers			(17,078,515)	(17,078,515)			(16,216,228)	(16,216,228)
Less: Inter-Dept. Charges			(5,006,396)	(5,006,396)			(5,118,922)	(5,118,922)
Net-Total Dependent Districts		83,067,122	73,926,001	156,993,123		93,683,949	73,586,456	167,270,405
Net-Total County Funds & Dep. Districts		\$375,780,730	\$1,127,872,187	\$1,503,652,917		\$400,824,641	\$1,202,464,761	\$1,604,075,369
Gross Total - All Funds		\$375,780,730	\$1,545,325,703	\$1,921,106,433		\$400,824,641	\$1,584,211,130	\$1,985,821,738

Expenditures by Category

Total all Funds \$1,985,821,738



The above graph reflects how funds for the total County budget are allocated.

The operating portion of the budget, which includes Personnel costs (salaries and benefits) and Other Operating expenditures combined, is 43.1% of the total budget. Personnel costs represent 22.8% of the total budget and include budget for the Board of County Commissioners, Sheriff, Clerk of the Court (Non-Fee Supported), and Supervisor of Elections.

Capital Projects are the expenditures expected during the year for capital improvement projects approved by the Board of County Commissioners.

Debt Service expenditures include debt for all funds, but do not include reserves for debt (\$25,388,229) which are part of "Other Reserves".

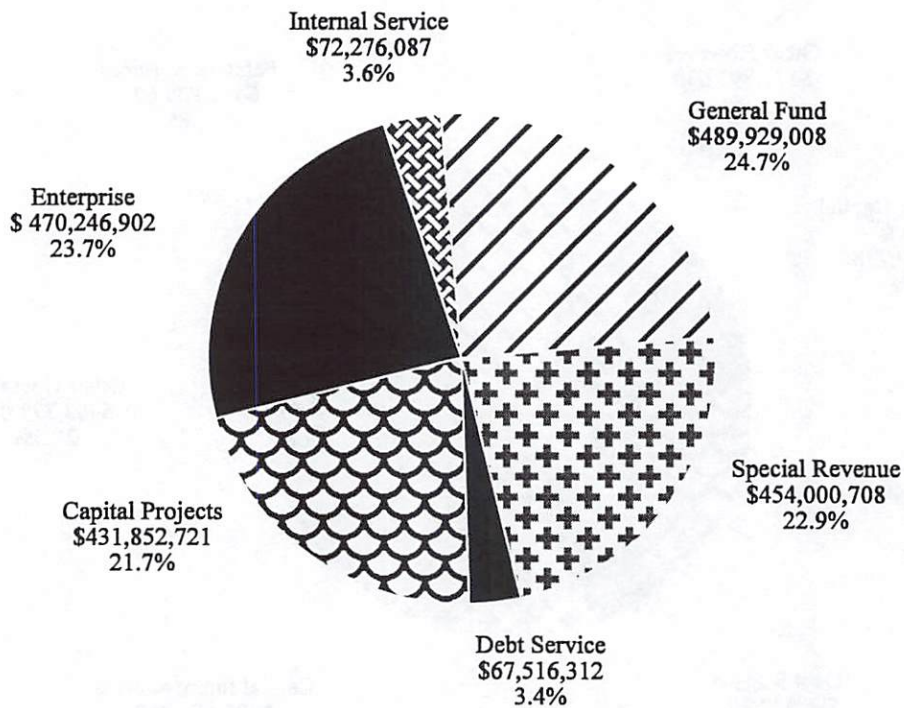
Transfers represent funds transferred from one fund to another. A transfer out of a fund is reflected as an expenditure, while a transfer into a fund appears as a revenue.

Reserves for Capital Projects represent funds which will be allocated during the fiscal year for designated projects. It also includes funds that have been received but will not be spent within the fiscal year as is the case when bond proceeds are used to fund capital projects which take more than one year to complete. Although the bond revenues are received all at one time, it takes several years to spend the funds, in which case, the remaining funds are reserved.

Other Reserves are for cash carry forward, contingencies and debt service.

Expenditures by Fund Group

Total all Funds \$1,985,821,738



The General Fund finances Countywide services and operations not required to be accounted for in another fund.

Special Revenue Funds account for expenditures from specific revenue sources other than trust or major capital projects that are legally restricted for specified purposes (Fire-Rescue, non-enterprise State and Federal Grants, and Public Safety expenditures for Law Enforcement).

Debt Service Funds accumulate funds for the payment of principal and interest on non-enterprise bond issues.

Capital Projects Funds account for the acquisition and construction of non-enterprise capital facilities.

Enterprise Funds account for services that are financed and operated in a manner similar to private business enterprises (Airports, Water Utilities, Palm Tran, Southwinds Golf Course, and Okeeheelee Golf Course).

Internal Service Funds account for departments that provide services to other County operating departments on a cost reimbursement basis (Risk Management, Fleet Management, Graphics, and Information Systems Services).

**Comparison of Gross Budget, Tax Equivalent Funding,
and Positions by Department
FY 1997-98 Original Budget and FY 1998-99 Adopted Budget**

<u>Department</u>	<u>Fiscal Year</u>		<u>Change</u>	<u>%</u>
	<u>1997-98</u>	<u>1998-99</u>	<u>Amount</u>	
BCC Countywide Departments and Agencies				
Community Services				
Gross	37,266,633	38,572,263	1,305,630	3.5
Ad Valorem Equivalent	12,082,006	12,580,526	498,520	4.1
Positions	412	448	36	8.7
Thirty positions were added in FY 1997-98 (3 @ 100% grant, 19 @ 80% grant, and 8 @ 100% ad valorem. Six positions are added in FY 1998-99 of which 2 are 100% ad valorem and 4 are 80% grant.				
County Administration				
Gross	1,204,434	1,217,376	12,942	1.1
Ad Valorem Equivalent	969,589	1,012,082	42,493	4.4
Positions	13	13	0	0.0
County Attorney				
Gross	4,091,973	4,245,379	153,406	3.7
Ad Valorem Equivalent	2,049,473	1,990,379	(59,094)	(2.9)
Positions	57	57	0	0.0
County Commission				
Gross	2,114,839	2,069,607	(45,232)	(2.1)
Ad Valorem Equivalent	2,114,839	2,069,607	(45,232)	(2.1)
Positions	29	29	0	0.0
The budget reduction is due to the turnover of long-term staff.				
County Cooperative Extension Service				
Gross	2,010,356	2,076,975	66,619	3.3
Ad Valorem Equivalent	1,928,711	1,993,536	64,825	3.4
Positions	38	39	1	2.6
Employee Relations and Personnel				
Gross	2,209,414	2,246,040	36,626	1.7
Ad Valorem Equivalent	2,209,414	2,246,040	36,626	1.7
Positions	36	36	0	0.0
Engineering and Public Works				
Gross	39,111,263	40,770,946	1,659,683	4.2
Ad Valorem Equivalent	33,021,528	34,998,145	1,976,617	6.0
Positions	441	444	3	0.7

**Comparison of Gross Budget, Tax Equivalent Funding,
and Positions by Department
FY 1997-98 Original Budget and FY 1998-99 Adopted Budget**

<u>Department</u>	<u>Fiscal Year</u>		<u>Change</u>	<u>%</u>
	<u>1997-98</u>	<u>1998-99</u>	<u>Amount</u>	
Environmental Resource Management				
Gross	11,945,288	14,294,721	2,349,433	19.7
Ad Valorem Equivalent	4,304,998	4,469,840	164,842	3.8
Positions	103	107	4	3.9
One position was added in FY 1997-98. Three positions are added in FY 1998-99.				
Facilities Development and Operations				
Gross	42,375,298	44,523,294	2,147,996	5.1
Ad Valorem Equivalent	17,737,715	18,773,871	1,036,156	5.8
Positions	381	386	5	1.3
Parking revenue from County departments will be eliminated in FY 1998-99. For comparison purposes, FY 1997-98 has been restated by \$757,000. Three positions were added in FY 1997-98. Two positions are added in FY 1998-99.				
Financial Management and Budget				
Gross	3,299,340	3,113,684	(185,656)	(5.6)
Ad Valorem Equivalent	3,066,220	2,875,084	(191,136)	(6.2)
Positions	40	40	0	0.0
Housing and Community Development				
Gross	38,742,270	41,324,779	2,582,509	6.7
Ad Valorem Equivalent	0	0	0	0.0
Positions	39	40	1	2.6
One position was added in FY 1997-98.				
Internal Auditor				
Gross	750,129	843,092	92,963	12.4
Ad Valorem Equivalent	630,129	648,092	17,963	2.9
Positions	10	11	1	10.0
One position was added by the BCC in June, 1998 to the FY 1998-99 budget.				
Metropolitan Planning Organization				
Gross	2,779,383	2,890,449	111,066	4.0
Ad Valorem Equivalent	411,380	406,402	(4,978)	(1.2)
Positions	10	10	0	0.0
Palm Tran				
Gross	45,296,951	40,108,392	(5,188,559)	(11.5)
Ad Valorem Equivalent	5,035,000	5,035,000	0	0.0
Positions	2	2	0	0.0

**Comparison of Gross Budget, Tax Equivalent Funding,
and Positions by Department
FY 1997-98 Original Budget and FY 1998-99 Adopted Budget**

<u>Department</u>	<u>Fiscal Year</u>		<u>Change</u>	<u>%</u>
	<u>1997-98</u>	<u>1998-99</u>	<u>Amount</u>	
Parks and Recreation				
Gross	32,850,321	36,101,255	3,250,934	9.9
Ad Valorem Equivalent	25,913,261	26,835,627	922,366	3.6
Positions	449	473	24	5.3
Seventeen of the twenty-four new positions are funded by user fees.				
Planning, Zoning and Building				
Gross	33,624,378	36,271,064	2,646,686	7.9
Ad Valorem Equivalent	10,712,586	11,039,832	327,246	3.1
Positions	330	334	4	1.2
Two positions were added in FY 1997-98. Two Positions are added in FY 1998-99.				
Public Affairs				
Gross	4,619,180	4,700,972	81,792	1.8
Ad Valorem Equivalent	3,188,468	3,248,987	60,519	1.9
Positions	48	49	1	2.1
Public Safety				
Gross	21,921,503	23,800,340	1,878,837	8.6
Ad Valorem Equivalent	13,617,710	14,383,152	765,442	5.6
Positions	243	253	10	4.1
Four positions were added in FY 1997-98. Six positions are added in FY 1998-99.				
Purchasing				
Gross	2,419,800	2,317,504	(102,296)	(4.2)
Ad Valorem Equivalent	2,267,417	2,179,974	(87,443)	(3.9)
Positions	43	43	0	0.0
<u>Non-Departmental</u>				
Criminal Justice Commission				
Gross	796,507	1,048,827	252,320	31.7
Ad Valorem Equivalent	310,178	312,829	2,651	0.9
Positions	19	10	(9)	(47.4)
Thirteen positions were deleted in FY 1997-98 with the transfer of the Weed & Seed Program to the Sheriff's Office. Four grant-funded positions are added in FY 1998-99.				
Economic Development Coordination				
Gross	11,354,653	10,603,507	(751,146)	(6.6)
Ad Valorem Equivalent	0	1,050,000	1,050,000	N/A
Positions	5	5	0	0.0

**Comparison of Gross Budget, Tax Equivalent Funding,
and Positions by Department
FY 1997-98 Original Budget and FY 1998-99 Adopted Budget**

<u>Department</u>	<u>Fiscal Year</u>		<u>Change</u>	<u>%</u>
	<u>1997-98</u>	<u>1998-99</u>	<u>Amount</u>	
Equal Opportunity				
Gross	933,732	1,082,586	148,854	15.9
Ad Valorem Equivalent	701,623	639,997	(61,626)	(8.8)
Positions	11	12	1	9.1
The additional position in FY 1998-99 is 100% grant-funded.				
Housing Finance Authority				
Gross	125,334	133,752	8,418	6.7
Ad Valorem Equivalent	0	0	0	0.0
Positions	2	2	0	0.0
Public Health Unit				
Gross	1,526,722	1,569,767	43,045	2.8
Ad Valorem Equivalent	1,526,722	1,569,767	43,045	2.8
Small Business Assistance				
Gross	570,984	623,057	52,073	9.1
Ad Valorem Equivalent	558,384	615,182	56,798	10.2
Positions	8	8	0	0.0

Total BCC Countywide Departments/Agencies				
Gross	\$343,940,685	\$356,549,628	\$12,608,943	3.7
Ad Valorem Equivalent	144,357,351	150,973,951	\$6,616,600	4.6
Positions	2,769	2,851	82	3.0

BCC Dependent Taxing District Departments

County Library

Gross	19,849,854	21,604,324	1,754,470	8.8
Ad Valorem Equivalent	16,756,365	18,469,298	1,712,933	10.2
Positions	317	326	9	2.8

Six student positions were converted to permanent, part-time in FY 1997-98. Three positions are added in FY 1998-99.

Fire-Rescue

Gross	100,823,096	105,128,494	4,305,398	4.3
Ad Valorem Equivalent	66,310,757	75,214,651	8,903,894	13.4
Positions	862	885	23	2.7

One position was deleted in FY 1997-98. Twenty-four positions are added in FY 1998-99.

**Comparison of Gross Budget, Tax Equivalent Funding,
and Positions by Department
FY 1997-98 Original Budget and FY 1998-99 Adopted Budget**

<u>Department</u>	<u>Fiscal Year</u>		<u>Change</u>	<u>%</u>
	<u>1997-98</u>	<u>1998-99</u>	<u>Amount</u>	
Total BCC Dependent Taxing District Departments				
Gross	\$120,672,950	\$126,732,818	\$6,059,868	5.0
Ad Valorem Equivalent	83,067,122	93,683,949	10,616,827	12.8
Positions	1,179	1,211	32	2.7
BCC Proprietary (non tax supported) Departments				
Airports				
Gross	\$170,098,712	\$156,521,519	(\$13,577,193)	(8.0)
Ad Valorem Equivalent	0	0	0	0.0
Positions	133	134	1	0.8
One position was added by the BCC in June, 1998 to the FY 1998-99 budget.				
Information Systems Services				
Gross	17,118,570	18,069,663	951,093	5.6
Ad Valorem Equivalent	0	0	0	0.0
Positions	151	167	16	10.6
In FY 1997-98 two positions were transferred to Court Administration and nine time-limited positions were established in and funded by the Year 2000 Capital Project. For FY 1998-99, three supplemental positions are being added to the operating budget and six positions are being established in and funded by the CJIS/CIVIS Capital Project.				
Risk Management				
Gross	35,850,645	34,445,279	(1,405,366)	(3.9)
Ad Valorem Equivalent	0	0	0	0.0
Positions	32	33	1	3.1
One position added in FY 1998-99 with funding provided from the Water Utilities Department.				
Tourist Development				
Gross	26,969,382	30,293,673	3,324,291	12.3
Ad Valorem Equivalent	0	0	0	0.0
Positions	4	4	0	0.0
Water Utilities				
Gross	239,928,416	268,389,985	28,461,569	11.9
Ad Valorem Equivalent	0	0	0	0.0
Positions	411	411	0	0.0

**Comparison of Gross Budget, Tax Equivalent Funding,
and Positions by Department
FY 1997-98 Original Budget and FY 1998-99 Adopted Budget**

<u>Department</u>	<u>Fiscal Year</u>		<u>Change</u>	<u>%</u>
	<u>1997-98</u>	<u>1998-99</u>	<u>Amount</u>	
Total BCC Proprietary (non tax supported) Departments				
Gross	\$489,965,725	\$507,720,119	\$17,754,394	3.6
Ad Valorem Equivalent	0	0	0	0.0
Positions	731	749	18	2.5
Total All BCC Funds				
Gross	\$954,579,360	\$991,002,565	\$36,423,205	3.8
Ad Valorem Equivalent	227,424,473	244,657,900	17,233,427	7.6
Positions	4,679	4,811	132	2.8
Of the 124 position increase from the FY 1997-98 adopted budget, a net of 31 were added during the current year. The actual net increase from the current complement is 93.				
Judicial				
Court Administration				
Gross	13,151,197	13,820,635	669,438	5.1
Ad Valorem Equivalent	10,688,319	11,547,207	858,888	8.0
Positions	121	130	9	7.4
In FY 1997-98 two positions were transferred from ISS, one full-time position was converted into two part-time positions and 1 grant funded position was added. Five positions are added in FY 1998-99.				
Public Defender				
Gross	1,583,105	1,798,304	215,199	13.6
Ad Valorem Equivalent	1,191,505	1,386,304	194,799	16.3
State Attorney				
Gross	1,111,489	1,298,685	187,196	16.8
Ad Valorem Equivalent	719,889	886,685	166,796	23.2
Total Judicial				
Gross	\$15,845,791	\$16,917,624	\$1,071,833	6.8
Ad Valorem Equivalent	12,599,713	13,820,196	1,220,483	9.7
Positions	121	130	9	7.4

**Comparison of Gross Budget, Tax Equivalent Funding,
and Positions by Department
FY 1997-98 Original Budget and FY 1998-99 Adopted Budget**

<u>Department</u>	<u>Fiscal Year</u>		<u>Change</u>	<u>%</u>
	<u>1997-98</u>	<u>1998-99</u>	<u>Amount</u>	
Clerk of the Court-BCC Only				
Gross	27,957,251	26,411,179	(1,546,072)	(5.5)
Ad Valorem Equivalent	23,357,251	21,511,179	(1,846,072)	(7.9)
Positions	395	386	(9)	(2.3)
FY 1997-98 has been revised to reflect a budget reduction of \$1,459,482 approved by the BCC on October 21, 1997.				
Property Appraiser				
Gross	13,950,250	13,692,050	(258,200)	(1.9)
Ad Valorem Equivalent	13,450,250	12,892,050	(558,200)	(4.2)
Positions	239	239	0	0.0
Sheriff				
Gross	195,010,775	207,139,588	12,128,813	6.2
Ad Valorem Equivalent	173,052,981	182,829,993	9,777,012	5.6
Positions	2,681	2,747	66	2.5
The Sheriff's current FY complement is 2,704. Forty-three positions are added in FY 1998-99.				
Supervisor of Elections				
Gross	2,751,428	3,231,473	480,045	17.4
Ad Valorem Equivalent	2,711,428	3,201,473	490,045	18.1
Positions	32	32	0	0.0
Tax Collector				
Gross	16,240,000	17,790,000	1,550,000	9.5
Ad Valorem Equivalent	2,390,000	2,290,000	(100,000)	(4.2)
Positions	255	258	3	1.2
Total Constitutional Officers				
Gross	\$255,909,704	\$268,264,290	\$12,354,586	4.8
Ad Valorem Equivalent	214,961,910	222,724,695	7,762,785	3.6
Positions	3,602	3,662	60	1.7
Grand Total BCC Departments/Agencies, Judicial and Constitutional Officers				
Gross	\$1,226,334,855	\$1,276,184,479	\$49,849,624	4.1
Ad Valorem Equivalent	454,986,096	481,202,791	26,216,695	5.8
Positions	8,402	8,603	201	2.4

**Appropriations Summary
Fiscal Years 1995 - 1999**

Character	Actual 1995	Actual 1996	Actual 1997	Estimated 1998	Budget 1999
Personal Services	202,816,425	221,616,771	245,376,094	261,345,215	278,889,510
Operating Expenses	204,647,978	212,036,732	223,340,260	240,364,701	274,908,568
Capital Outlay (1)	165,586,905	212,586,092	228,083,648	166,125,418	384,709,607 (4)
Debt Service (2)	82,561,055	86,702,101	78,529,331	94,387,882	96,347,190
Grants & Aids	31,882,381	49,491,975	58,918,642	64,363,836	96,780,272 (5)
Non-Operating (3)	427,258,734	485,596,639	517,541,874	538,516,511	854,186,591 (6)
Total Gross Budget	<u>1,114,753,478</u>	<u>1,268,030,310</u>	<u>1,351,789,849</u>	<u>1,365,103,563</u>	<u>1,985,821,738</u>

(1) Capital Outlay includes capital projects as well as operating capital expenses.

(2) Debt Service includes lease purchases.

(3) Non-Operating includes transfers to Constitutional Officers for their operating, capital and debt service costs.

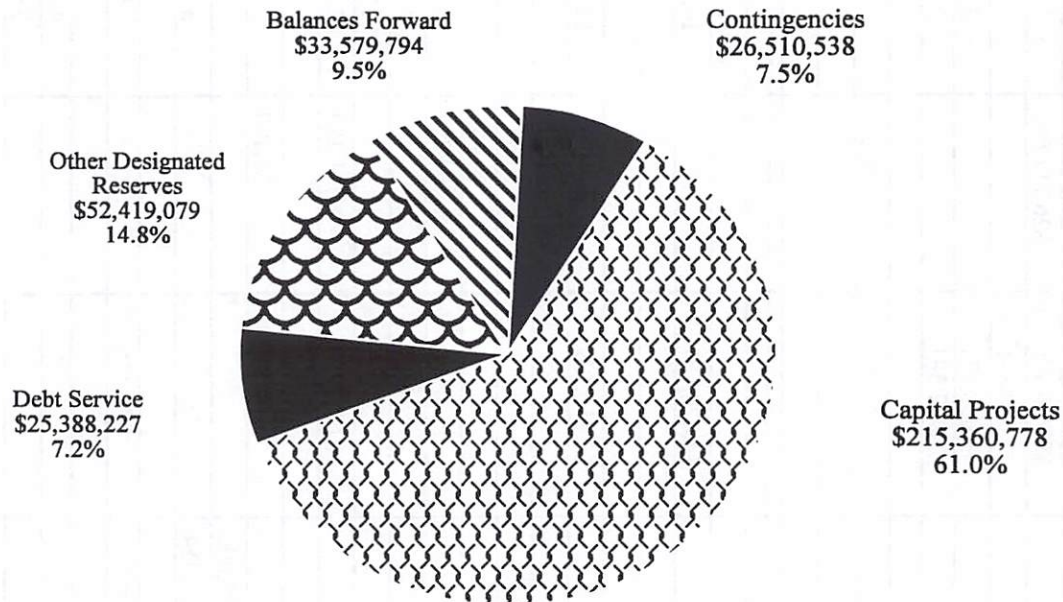
(4) The increase in FY 1998-99 Budget, compared to FY 1997-98 Estimated, is primarily due to carry forward of unexpended capital project funding.

(5) The increase in FY 1998-99 Budget, compared to FY 1997-98 Estimated, is primarily due to unexpended contracts rebudgeted in 1999.

(6) The increase in FY 1998-99 Budget, compared to FY 1996-97 Actual, is primarily due to unexpended reserves rebudgeted in 1999.

Budgeted Reserves by Type

Total \$353,258,416



Contingencies

Contingency Reserves represent amounts set aside to meet unanticipated needs that may arise during the normal course of County business.

Capital Projects

Capital Project Reserves represent amounts set aside for capital improvement projects.

Debt Service

Debt Service Reserves represent funds set aside for future debt service payments in accordance with bond requirements.

Other Designated Reserves

Other Designated Reserves provide funds for a variety of specific potential needs such as economic development, tourist development, pollution recovery or other program costs.

Reserves for Balances Forward

Reserves for Balances Forward represent funds to be carried forward to the subsequent fiscal year to pay operating expenses until property taxes are received.

Use of any of the above budgeted reserves requires approval of the Board of County Commissioners.

**FY 1998-99
Budgeted Reserves**

Fund	Contingency Reserves	Capital Projects	Debt Service	Other Designated Reserves	Balances Forward	Total
General	\$6,000,000			\$8,726,970 1	\$26,717,691	\$41,444,661
Handicap Awareness				92,885		92,885
Natural Areas Stewardship & Management				3,030,671		3,030,671
South Lake Worth Inlet				2,942,381		2,942,381
Law Library	13,614					13,614
Law Enforcement BG Trust Fund				327,900	536,060	863,960
County Transportation Trust	200,000	\$58,450				258,450
Law Enforcement Trust Fund		1,102,103				1,102,103
County Library	75,000				93,100	168,100
MSTD- Building	350,000	8,518,445				8,868,445
Tourist Development				14,823,487		14,823,487
Bond Waiver Program		211,360				211,360
Vessel Registration Fee Ord #88-40		923,999				923,999
School Impact Fees				12,716,139		12,716,139
E-911 Program	694,158					694,158
Drug Abuse Trust	113,970					113,970
Affordable Housing	371,168	671,209			33,627	1,076,004
Natural Areas Fund					1,560,807	1,560,807
Housing & Community Development.	202,500	2,355,706				2,558,206
Intgovt'l Radio Comm. Program		4,769,606				4,769,606
Fire-Rescue MSTU	2,000,000			2,000,000	4,581,222	8,581,222
Aviation Battalion	35,000					35,000
Glades Fire MSTU	20,000				56,500	76,500
1M Glades Hth Rev'84/DSR			\$85,000			85,000
30.73M Beach Acq Ref. '93 DSR			3,011,354			3,011,354
Capital Outlay		270,870				270,870
Highway Beautification				970,776		970,776
233.6M Criminal Justice Facility		50,633				50,633
MSTU Districts A-E		4,465,240				4,465,240
Unincorporated Improvement		3,662,763				3,662,763
26.08M Crim. Just. Facility 94 CTF		905,337				905,337
50M ESL Acquisition		7,818,757		2,084,070		9,902,827

Budgeted Reserves (continued)

Fund	Contingency Reserves	Capital Projects	Debt Service	Other Designated Reserves	Balances Forward	Total
Stadium Fac. 1.2 M Capital Improvement				129,403		129,403
Professional Sports Facility				11,733		11,733
9.375M Non Ad Valorem	102,968					102,968
26.3M Park & Rec Fac Ser96		23,876				23,876
Sheriff Vehicle Loan	132,624					132,624
10.47M Airport Center Acq.		27,948				27,948
N. County Gov'tl Ctr Expansion				1,110,493		1,110,493
32.7M Improv. Constr. Trust		130,529				130,529
15.175M Judicial Garage Acquisition		40,655				40,655
Mass Transportation				338,729		338,729
Transportation Improvement	2,479,382	69,792,883			787	72,273,052
Road Impact Fees Areas A-R		42,722,260				42,722,260
30M Park Bond		891,631				891,631
Beach Improvement		5,353,245				5,353,245
Law Enforcement/Impact Fees		2,675,952				2,675,952
Fire-Rescue Improvement	572,251					572,251
Fire-Rescue Impact Fees		1,432,651				1,432,651
Park Improvement	1,362,587	4,499,893				5,862,480
Park Impact Fees		12,211,927				12,211,927
Public Building Improvement Fund		549,388				549,388
Public Building Impact Fees		3,131,421				3,131,421
Library Improvement	42,923					42,923
Library Expansion Program		1,605,819				1,605,819
Library Impact Fees		2,142,159				2,142,159
Water Utilities	2,000,000	13,007,940	1,279,000	1,000,000		17,286,940
Airports	5,084,611	19,017,515	21,012,873	1,013,340		46,128,339
Southwinds Golf Course	100,000	238,608				338,608
Okecheelee Golf Course	263,930	80,000				343,930
Fleet Management				1,065,604		1,065,604
Health Insurance	3,915,087					3,915,087
Risk Mgmt.	88,556					88,556
Information Systems Services	267,817					267,817
Graphics	22,392			34,498		56,890
Total	\$26,510,538	\$215,360,778	\$25,388,227	\$52,419,079	\$33,579,794	\$353,258,416

(1) Includes Reserve for Economic Development \$3,434,229, Pollution Recovery Reserve \$1,149,761, Reserve for Insurance Claims \$100,000, Reserve for Contingency Disaster \$200,000, Reserve for Human Relations Camp \$5,333 and a Reserve for Sheriff \$2,652,194. HUD Fair Housing Reserve \$55,571, Fair Employment Contract \$9,909, Towing Business Reserve \$108,983, Vehicle For Hire Reserve \$30,990 and Reserve for Clerk \$980,000.

Transfer Analysis

<u>Recipient Fund</u>	<u>Providing Fund</u>	<u>Amount</u>	<u>Purpose</u>
General	Employee Health Insurance	1,000,000	Refund Excess Balance
General - Parks	Sales Tax Revenue	75,000	Parks Operations
General	Sales Tax Revenue	10,565,968	General Fund Operations
General	Law Enforcement Block Grant	661,287	Grant Reimbursements
General	Metropolitan Planning Organiz	178,296	Loan Repayment
General	Franchise Fee	7,078,172	Sheriff's Office Unincorporated Operations
General	Public Service Tax	35,758,250	Sheriff's Office Unincorporated Operations
General - Parks	EMS Award Grant Program	23,157	Parks Grants
General	Natural Areas Stewardship	153,468	ERM Operations
General	Glades Regional Fire Rescue	49,500	Loan Repayment
Economic Development	General	1,050,000	Grants
Supervisor of Elections	General	3,201,473	Fund Supervisor of Elections Operations
County Transportation Trust	Sales Tax Revenue	8,000,000	Road, Bridge, and Traffic Operations
County Transportation Trust	Transportation Improvement	2,538,923	General Maintenance Projects
County Transportation Trust	Transportation Improvement	46,700	Streetscape and Road Maintenance Subsidy
Public Guardianship Program	General	65,000	Subsidy for Guardianship Operations
MSTD - Other PZ&B	Franchise Fee	9,062,567	Planning & Zoning Operations
Criminal Justice Trust Fund	General	2,215,489	Fund Public Defender/State Attorney Costs
Senior Services	General	268,379	Grant Match & Subsidy for Senior Centers/A
Metropolitan Planning Organization	General	406,402	Transportation Planning Operations
HUD Supportive Housing	General	6,465	Grant Match
Americorps Human Services	General	59,530	Grant Match
Head Start	General	3,583,046	Grant Match & Subsidy for Head Start
Community Action Programs	General	648,504	Grant Match & Subsidy for Community Acti
Public Safety SOAR Grant	General	21,000	Grant Match
Housing and Community Development	CDBG Loan Repayments	190,187	Reclassify Loan Repayments to Program Inc
Home Investment Partnership	Affordable Housing	2,636,006	Grant Match
Senior Aides	General	117,048	Grant Match for Senior Aides Operations
DOSS Administration	General	473,398	Grant Match & Subsidy for Grant Administr
DOSS-Older Americans Act	General	933,471	Grant Match & Subsidy for OAA
DOSS-Older Americans Act	Transportation Authority	76,500	Subsidy for Bus Maintenance
DOSS-Community Care for Elderly	General	176,198	Grant Match & Subsidy for CCE
DOSS-Older Americans Act	General	311,441	Grant Match & Subsidy for OAA
DOSS-Older Americans Act	Transportation Authority	25,500	Subsidy for Bus Maintenance

Transfer Analysis

<u>Recipient Fund</u>	<u>Providing Fund</u>	<u>Amount</u>	<u>Purpose</u>
DOSS-Community Care for Elderly	General	500,752	Grant Match & Subsidy for CCE
Fire-Rescue Long Term Disability Plan	Fire-Rescue	600,000	Subsidy for Fire-Rescue Disability Plan
Fire-Rescue	EMS Award Grant Program	90,538	Fire-Rescue Grants
Fire-Rescue	Fire-Rescue Jupiter MSTU	5,185,531	Fire-Rescue Operations
26.3M Park & Rec Facility DS	Sales Tax Revenue	1,209,362	Debt Service for 26.3M Park & Rec Facility
26.3M Park & Rec Facility DS	26.3M Park & Rec Facility C&I	851,824	Debt Service for 26.3M Park & Rec Facility
Professional Sports Facility DS	Professional Sports Facility	1,900,765	Debt Service for Professional Sports Facility
9.375M Non-Ad Valorem '95 DS	Sales Tax Revenue	1,636,779	Debt Service for 9.375M Non-Ad Valorem '95
1M Glades Health Revenue '84 In	1M Glades Health Revenue '84	4,955	Debt Service for 1M Glades Health Rev. Bor
1M Glades Health Rev '84 Principal	1M Glades Health Revenue '84	60,000	Debt Service for 1M Glades Health Rev. Bor
10.47M Airport Centre D/S Sinking	Sales Tax Revenue	889,971	Debt Service for 10.47M Airport Centre Bon
N County Govt Expansion D/S	N County Government Expansi	400,000	Debt Service for N County Govt Expan Bonc
N County Govt Expansion D/S	Sales Tax Revenue	1,181,565	Debt Service for 30.73M Beach Acq Rev Bo
20.325M Judicial Garage Sinking	15.175 Judicial Garage Acquisi	700,000	Debt Serv Reserve for Judicial Garage Bond
20.235M Judicial Garage D/S Sinking	Sales Tax Revenue	488,290	Debt Serv Reserve for Judicial Garage Bond
9.15M Okeehetee Golf DS Sinking	9.15M Okeehetee Golf Acquis	66,002	Debt Service Reserve for Okeehetee Golf F
9.15M Okeehetee Golf DS Sinking	Okeehetee Golf Course	697,676	Debt Service Reserve for Okeehetee Golf F
30.73M Beach Bond Refunding	Sales Tax Revenue	2,747,033	Debt Service for 30.73M Beach Bond
30.73M Beach Acquisition DS	30.73M Beach Acquisition DS	199,559	Debt Service for 30.73M Beach Bond
26.515M Revenue Refunding D/S	General	2,743,453	Debt Service for 26.515M Rev Refunding Bc
233.6M Criminal Justice D/S P&I	Sales Tax Revenue	10,297,999	Debt Service for 233.6M Criminal Justice Bc
32.775M CJC Refunding Issue	Sales Tax Revenue	1,875,614	Debt Service for 32.775M Crim Justice Facili
117.485M CJC Refunding Issue	Sales Tax Revenue	6,465,837	Debt Service for 117.485M CJC Refunding
17.1M CJC Completion Bonds	Sales Tax Revenue	2,215,262	Debt Service for 17.1M CJC Completion Bo
22.245M Admin. Complex Rev. Ref/D/S	Sales Tax Revenue	1,896,444	Debt Service for Administrative Complex Re
50.875M Pooled Fin. Debt Service	TDC - Sports Authority	30,000	Debt Service for 50.875M Pooled Finance
50.875M Pooled Fin. Debt Service	Sales Tax Revenue	2,230,853	Debt Service for 50.875M Pooled Finance
10M Sunshine Pooled Fin. Debt Service	Sales Tax Revenue	878,362	Debt Service for 10M Pooled Finance
Capital Outlay	Municipal Services Taxing Dis	400,000	Capital Improvements
Transportation Improvement	Franchise Fee	750,000	Capital Improvements
Beach Improvement	Tourist Development Trust	1,608,495	Capital Beach Improvements
Beach Improvement	General	600,000	Special Beach Nourishment Project
Fire-Rescue Improvement Fund	Fire-Rescue	875,157	Capital Improvements

Transfer Analysis

<u>Recipient Fund</u>	<u>Providing Fund</u>	<u>Amount</u>	<u>Purpose</u>
Park Improvement	General	1,275,000	Reserve for Additional Park Improvements
Public Building Improvements	Community Development Bloc	900,000	Federal Funding for Head Start Center
Library Improvements	Library Operating	402,435	Capital Improvements
Water Utilities	Water Utilities	101,065,000	Debt Service for Capital Improvement
Airports	Airports	35,626,389	Debt Service for Oper. and Capital Improven
Transportation Authority	Transportation Trust	530,000	Loan Repayment
Transportation Authority	Metropolitan Planning Organiz	680,040	Subsidy for Spec Tran ADA trips
Transportation Authority	General	5,035,000	Operating Subsidy and Grant Match
		<u>289,448,267</u>	

Transfers are interfund transactions which constitute revenues or expenditures in the affected individual funds but do not affect revenues or expenditures for the County as a whole. Transfers are made between funds to provide for grant match, operating subsidy, debt service or capital needs in the receiving fund. Transfers can be distinguished from interdepartmental or internal service charges because transfers do not have an element of compensation for services which the other items have. The activities financed by these transfers are shown as components of the functional expenditures. A detailed schedule is provided above.

FY 1998-99 Position Summary by Department

Department	Adopted 1997-98	Estimated 1997-98	Additions	Deletions	Transfers	Budget 1998-99
<u>Board of County Commissioners</u>						
Airports	133	133	1			134
Community Services	412	442	6			448
County Administration	13	13				13
County Attorney	57	57				57
County Commission	29	29				29
County Cooperative Extension Service	38	38	1			39
County Library	317	323	3			326
Employee Relations & Personnel	36	36				36
Engineering & Public Works	441	441	3			444
Environmental Resources Management	103	104	3			107
Facilities Development & Operations	381	384	2			386
Financial Management & Budget	40	40				40
Fire-Rescue	862	861	24			885
Housing & Community Development	39	40				40
Information Systems Services	151	158	9			167
Internal Auditor	10	10	1			11
Metropolitan Planning Organization	10	10				10
Palm Tran	2	2				2
Parks & Recreation	449	449	24			473
Planning, Zoning & Building	330	332	2			334
Public Affairs	48	48	1			49
Public Safety	243	247	6			253
Purchasing	43	43				43
Risk Management	32	32	1			33
Tourist Development	4	4				4
Water Utilities	411	411				411
Non-Departmental:						
Criminal Justice Commission	19	6	4			10
Economic Development	5	5				5
Equal Opportunity	11	11	1			12
Housing Finance Authority	2	2				2
Small Business Assistance	8	8				8
Total BCC	4,679	4,719	92	0	0	4,811
Constitutional Officers:						
Clerk of the Court	395	386				386
Judicial	121	125	5			130
Property Appraiser	239	239				239
Sheriff	2,681	2,704	43			2,747
Supervisor of Elections	32	32				32
Tax Collector	255	255	3			258
Total Constitutional Officers	3,723	3,741	51	0	0	3,792
Grand Total	<u>8,402</u>	<u>8,460</u>	<u>143</u>	<u>0</u>	<u>0</u>	<u>8,603</u>

New Positions

The 1998-99 Budget provides funding for 92 new Board of County Commission positions in the amount of \$2,615,524.

When new positions are approved for inclusion in the Budget, they represent ongoing costs to the County which must be budgeted for in the future, as well as the current year. For that reason, before a new position is approved for funding, care is taken to be sure that the position is justified.

The following chart shows, by Department, the number of new positions requested, the number included in the adopted Budget and the personal services cost of the positions for the Fiscal Year 1998-99.

<u>Department</u>	<u>Requested Positions</u>	<u>Approved Positions</u>	<u>1998-99 Cost</u>
Airports	1	1	\$43,473
Community Services	7	6	192,620
County Cooperative Extension Services	4	1	13,884
County Library	47	3	71,796
Criminal Justice Commission	4	4	183,581
Engineering and Public Works	7	3	99,663
Environmental Resources Management	2	3	140,913
Equal Opportunity	1	1	33,585
Facilities Development and Operations	3	2	53,474
Fire-Rescue	24	24	689,200
Information Systems Services	9	9	423,773
Internal Auditor	1	1	49,944
Parks & Recreation	27	24	286,708
Planning, Zoning & Building	5	2	95,618
Public Affairs	1	1	27,390
Public Safety	23	6	157,675
Risk Management	<u>1</u>	<u>1</u>	<u>52,227</u>
Total	<u>167</u>	<u>92</u>	<u>\$2,615,524</u>

New Positions

Following is a list of each new approved position, the personal services cost for FY 1998-99 and the reason the position was added. Generally, because of the time required to fill a new position, the personal services costs have been computed at 75% of the full year cost.

Airports

- | | | |
|---|--|-----------|
| 1 | Maintenance Contract Coordinator | \$ 43,473 |
| | To develop and administer contracts for goods, services, and special projects related to airport facility maintenance. | |

Community Services

- | | | |
|---|---|-----------|
| 2 | Senior Social Worker | \$ 58,173 |
| | To expand the Homeless Outreach Team and respond to hotline calls. | |
| 1 | Early Head Start Supervisor | \$ 41,479 |
| 1 | Male Involvement Specialist | \$ 30,989 |
| 2 | Family Service Specialist IV | \$ 61,979 |
| | To provide a new program for infants, toddlers, and pregnant women. | |

County Cooperative Extension Service

- | | | |
|---|---|-----------|
| 1 | Horticulturist | \$ 13,884 |
| | To provide maintenance for the Mounts Botanical Garden expansion. | |

County Library

- | | | |
|---|--|-----------|
| 1 | Secretary | \$ 21,856 |
| 1 | Librarian I | \$ 28,661 |
| 1 | Library Associate I | \$ 21,279 |
| | To meet increased demand at the busiest branches and provide information technology support. | |

Criminal Justice Commission

- | | | |
|---|---|-----------|
| 1 | Community Court Coordinator | \$ 66,647 |
| 1 | Senior Secretary | \$ 29,880 |
| | To establish as Community Court in Palm Beach County. | |
| 1 | Criminal Justice Communication Manager | \$ 61,527 |
| 1 | Secretary | \$ 25,527 |
| | To develop plans and implement a countywide Public Safety Communication System. | |

Engineering and Public Works

- | | | |
|---|--|-----------|
| 1 | Horticulturist | \$ 36,350 |
| | To oversee beautification and maintenance contracts. | |
| 1 | Traffic Signal Technician II | \$ 33,976 |
| 1 | Engineer II | \$ 29,337 |
| | To expand/modify the traffic system. | |

Environmental Resources Management

- | | | |
|---|---|-----------|
| 2 | Environmental Analyst | \$ 93,713 |
| | To satisfy grant and legal agreements with the State of Florida regarding the maintenance of natural areas. | |
| 1 | Environmental Analyst | \$ 47,200 |
| | To enhance/restore the Lake Worth Lagoon. | |

Equal Opportunity

- | | | |
|---|--|-----------|
| 1 | Compliance Investigator II | \$ 33,585 |
| | To investigate discrimination complaints related to Fair Housing laws. | |

Facilities Development and Operations

- | | | |
|---|---|-----------|
| 1 | A/C Refrigeration Specialist II | \$ 31,407 |
| | To handle increased workload associated with the Courthouse, Health Department, Libraries, and Child Care facilities. | |
| 1 | General Maintenance Mechanic II | \$ 22,067 |
| | To handle increased workload associated with the Governmental Center, Judicial Center, and State Attorney/Public Defender facilities. | |

Fire-Rescue

- | | | |
|----|--|------------|
| 23 | Firefighter | \$ 666,880 |
| | To enhance staffing levels at stations that only have two personnel assigned to a rescue and staff a new station at Bethesda City. | |
| 1 | Secretary | \$ 22,320 |
| | To produce fixed asset, parts inventory, station maintenance, and communications reports. | |

Information Systems Services

1	Database Administrator	\$ 44,034
1	GIS Analyst	\$ 37,981
	To staff the GIS Service Bureau.	
1	Secretary	\$ 23,212
	To coordinate and communicate standards.	
1	Technical Writer/Trainer	\$ 39,300
1	CIVIS Coordinator	\$ 36,785
1	Deputy Project Manager	\$ 76,832
1	CJIS Administrator	\$ 51,876
1	CIVIS Administrator	\$ 67,903
1	CJIS Coordinator	\$ 45,850
	To support implementation of CJIS and CIVIS.	

Internal Auditor

1	Auditor	\$ 49,944
	To provide additional services to the Health Care District and Airport.	

Parks and Recreation

1	Computer Specialist I	(\$983)
	To install/maintain computers, assist customers, and update operational manuals. Student position deleted to minimize the first year cost.	
1	Secretary	(\$807)
	To provide additional clerical support for the Public Information Section. An on-call position was Eliminated to provide adequate first year funding.	
1	Fiscal Specialist	\$ 13,695
1	Pool Manager	\$ 22,341
1	Park/Pool Attendant	\$ 11,398
1	Recreation Program Coordinator	\$ 17,447
1	Secretary	\$ 14,064
	To staff the new South County Regional Aquatic Center.	
1	Maintenance Worker II	\$ 19,479
	To maintain landscaping at the South County Regional Aquatic Center and Community Center.	
4	Maintenance Worker II	\$ 60,600
	To maintain landscaping and plantings at the Morikami Japanese Gardens.	

Parks and Recreation - (cont'd)

1	Recreation Specialist I	\$ 22,855
	To expand the summer camp programs to meet increased demand.	
1	Cash Accounting Clerk	\$ 12,986
	To handle the anticipated increase in revenues at Lake Lytal Pool due to additional amenities and the sale of food and beverages.	
2	General Maintenance Mechanic II	\$ 42,191
	To provide additional skilled trades capability due to increases in developed acres and structures.	
1	Maintenance Worker II	(\$133)
	To maintain the new Morikami Community Park and landscaping at the South County Civic Center. A reduction in outside maintenance will fund the first year cost.	
1	Campground Manager	\$ 8,723
1	Maintenance Worker II	\$ 8,657
	To manage and maintain Phase I of the Peanut Island development.	
3	Ocean Lifeguard	\$ 15,801
	To provide lifeguards at the new Ocean Cay Park.	
1	Maintenance Worker II	\$ 4,329
	To maintain the new Ocean Cay Park, Jupiter Farms Phase II, and Loggerhead Park expansion.	
1	General Maintenance Mechanic II	\$ 14,065
	To provide additional skilled trades capabilities for newly developed parks.	

Planning, Zoning, and Building

1	Planner I	\$ 41,926
	To handle increased workload and maintain data files without increasing comp time.	
1	Senior Planner	\$ 53,692
	To emphasize design in the planning process to protect a variety of lifestyle choices.	

Public Affairs

1	Production Assistant	\$ 27,390
	To handle increased workload associated with producing Channel 20 programming.	

Public Safety

- | | | |
|---|---|-----------|
| 1 | Systems Administrator
To provide computer system services to the Department. | \$ 33,935 |
| 1 | Youth Affairs Coordinator
To provide additional security at Highridge Center. | \$ 31,635 |
| 1 | Veterinarian Assistant
To handle increased workload in emergencies and adoptions. | \$ 24,805 |
| 1 | Wildlife Control Officer
To increase the availability of animals for adoption related to the Spay Shuttle. | \$ 24,040 |
| 1 | Data Processor II
To handle increased workload related to rabies tag sales. | \$ 23,108 |
| 1 | Clerical Specialist
To expand the available hours open to the public in order to increase adoptions. | \$ 20,152 |

Risk Management

- | | | |
|---|---|-----------|
| 1 | Loss Control Specialist
To perform Loss Control functions related to Water Utilities previously performed by a Water Utilities employee. | \$ 52,227 |
|---|---|-----------|

Budgeted Position History by Department

	1994-95	1995-96	1996-97	1997-98	1998-99
<u>Board of County Commissioners</u>					
Airports	139	132	133	133	134
Community Services	646	373	391	412	448
County Administration	15	13	13	13	13
County Attorney	49	56	56	57	57
County Commission	29	29	29	29	29
County Cooperative Extension Service	30	33	34	38	39
County Library	289	302	317	317	326
Employee Relations & Personnel	36	35	36	36	36
Engineering & Public Works	440	435	442	441	444
Environmental Resources Management	92	97	101	103	107
Facilities Development & Operations	357	357	370	381	386
Financial Management & Budget	39	40	40	40	40
Fire-Rescue	810	827	828	862	885
Housing & Community Development	31	35	37	39	40
Information Systems Services	151	151	151	151	167
Internal Auditor	12	12	12	10	11
Metropolitan Planning Organization	10	10	10	10	10
Palm Tran	-	-	2	2	2
Parks & Recreation	434	424	439	449	473
Planning, Zoning & Building	318	329	331	330	334
Public Affairs	40	46	48	48	49
Public Safety	212	227	236	243	253
Purchasing	45	45	44	43	43
Risk Management	30	30	30	32	33
Tourist Development	6	7	8	4	4
Water Utilities	429	429	414	411	411
<u>Non-Departmental:</u>					
Criminal Justice Commission	4	14	16	19	10
Economic Development	2	5	5	5	5
Equal Opportunity	11	11	11	11	12
Housing Finance Authority	-	2	2	2	2
Legislative Delegation	2	-	-	-	-
Small Business Assistance	7	7	7	8	8
Weed & Seed Program	2	-	-	-	-
Total BCC	4,717	4,513	4,593	4,679	4,811
<u>Constitutional Officers:</u>					
Clerk of the Court	374	391	391	395	386
Judicial	116	120	122	121	130
Property Appraiser	232	233	233	239	239
Sheriff	2,511	2,564	2,706	2,681	2,747
Supervisor of Elections	32	32	32	32	32
Tax Collector	249	252	252	255	258
Total Constitutional Officers	3,514	3,592	3,736	3,723	3,792
Grand Total	8,231	8,105	8,329	8,402	8,603

Five-Year Projections

The Five-Year Forecast for Palm Beach County is based on various assumptions and projections regarding the local economy, population growth, availability of Federal and State funds and the level of service to be provided by the County. The major assumptions utilized in preparing the forecast are the following:

- Debt service requirements will increase due to the issuance of bonds to finance the 800 Mega-Hertz Trunked Radio System, Airport Center Building 4, Supervisor of Elections New Facility and the County Industrial Facility.
- The increased debt service will be funded by increased sales taxes formerly used to finance General Fund operating expenses, thus causing a need for increased ad valorem revenue in the General Fund in order to maintain the same level of service.
- The current economic upturn will continue through FY 1999 with further recovery taking place from FY 2000 - FY 2001.
- The County's population will increase 2.1% per year.
- Annual salary increases for County employees will range from 3.0% to 4.25% throughout the forecast period, inclusive of cost of living and merit increases.
- Operating expenses to maintain current service levels will increase 3% annually.
- Additional costs associated with new facilities such as Libraries, Parks and new Public Buildings will be funded by additional ad valorem taxes.
- The availability of Federal and State funding will decrease, especially in the area of Urban Development.
- Additional employees will be required by some departments in order to maintain current service levels due to increased demand caused by population growth.
- Charges for services will be adjusted as necessary to reflect changes in the cost of the provision of the services.
- Interest rates for both debt and revenue will average 6.5% and 6.0% respectively on an annual basis.

The chart below shows the projected millage rates, ad valorem requirements and potential annual tax increases or expenditure cuts required for FY 1999-2003. The two pages following present detailed projections for the County.

	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
Aggregate Millage	6.0819	5.9859	5.8599	6.0056	5.9268
Taxes (In Millions)	\$384.5	\$394.0	\$400.9	\$426.5	\$436.3
Annual Increase Above (Below) Roll-Back (In Millions)		(\$.1)	(\$2.5)	\$16.3	\$.3
Countywide Millage	4.6000	4.3045	4.1634	4.2533	4.1263
Taxes (In Millions)	\$290.8	\$283.3	\$284.9	\$302.1	\$303.8
Annual Increase Above (Below) Roll-Back (In Millions)		(\$14.7)	(\$5.2)	\$10.6	(\$5.0)

The County has adopted a policy of maintaining the Countywide millage rate at 4.6000 mills. The above projections indicate millage rates lower than the adopted level. It is the intention of the County Administrator to develop recommended budgets which comply with the adopted policy.

Forecast of Revenues and Expenditures

Fiscal Years 1999 - 2004

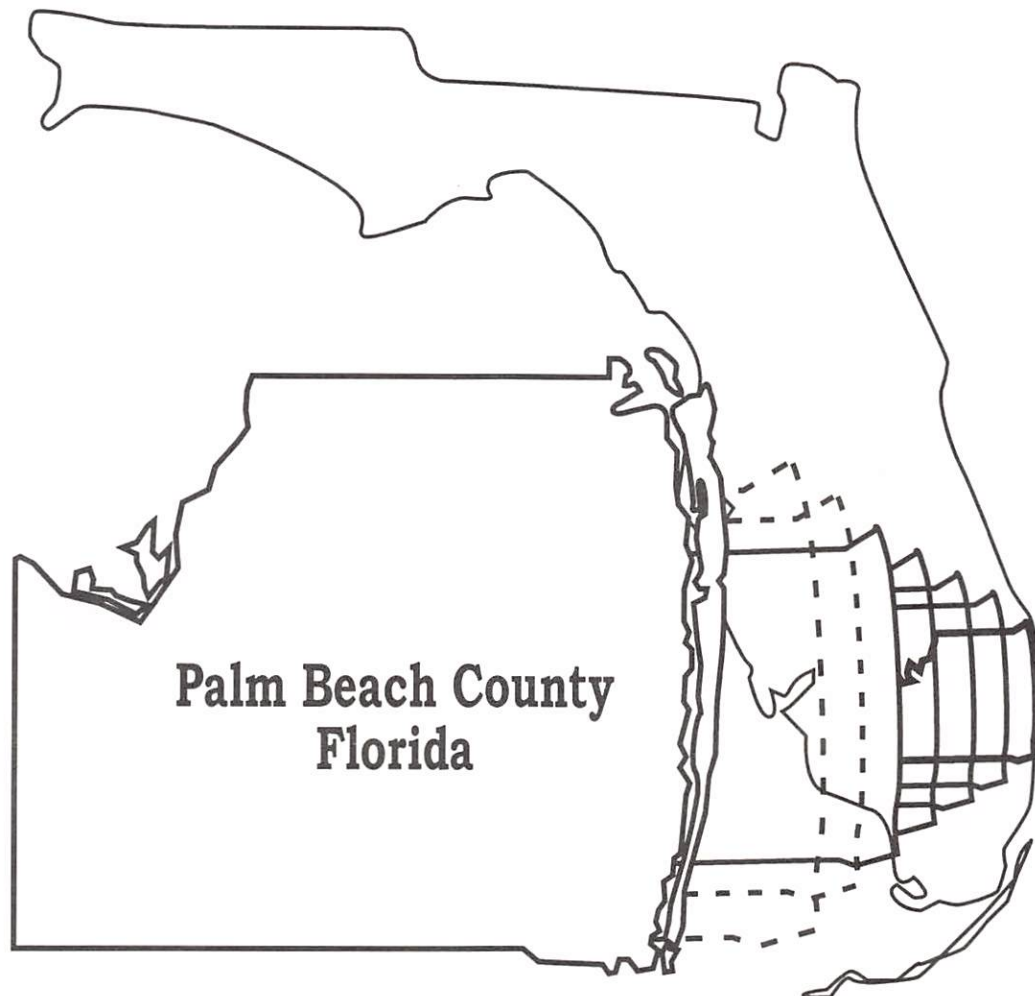
	FY 98/99	FY 99/00	FY 00/01	FY 01/02	FY 02/03	FY 03/04
Revenues						
Ad Valorem Property Taxes	400,824,641	410,131,516	417,308,746	442,890,871	449,122,781	468,712,496
Tourist Development Taxes	15,855,000	16,259,278	17,072,241	17,925,853	18,822,146	19,763,253
Gasoline Taxes	49,026,000	51,167,850	52,699,924	53,732,666	55,259,588	56,951,276
Franchise Fees	21,370,432	22,497,064	23,134,617	23,794,301	24,477,029	25,183,753
Utility Services Taxes	36,624,000	38,250,106	40,430,362	42,734,892	45,170,781	47,745,516
State and Federal Grants	97,740,524	74,996,711	67,212,968	61,403,841	58,998,241	60,743,514
State Shared Revenues	79,773,800	84,124,759	88,156,107	92,408,481	96,894,702	101,628,348
Licenses and Permits	13,334,736	16,926,716	17,807,862	18,355,568	19,253,752	19,728,350
Charges for Services	178,378,978	186,176,239	192,126,742	201,546,143	210,458,575	222,615,235
Constitutional Officer Excess Fees	20,727,966	21,125,685	22,096,111	23,119,628	24,189,775	25,313,752
Fines and Forfeitures	11,850,669	11,582,953	11,726,320	11,797,857	11,977,970	12,167,089
Special Ass'mnts and Impact Fees	39,273,668	36,383,694	37,339,768	38,312,920	39,300,677	40,307,676
Interest Earnings	31,296,107	25,064,067	25,243,383	26,471,846	28,173,026	29,968,341
Rents and Royalties	2,035,907	2,103,595	2,171,588	2,239,217	2,315,403	2,395,073
Bond/Loan Proceeds	30,810,000	53,800,000	24,150,000	3,000,000	59,000,000	3,000,000
Other Revenues	81,340,952	98,154,262	100,747,570	100,543,467	102,904,990	106,640,373
Interdepartmental Charges	14,877,792	15,462,767	16,191,824	16,956,415	17,745,034	18,571,640
Interfund Transfers	289,751,267	260,418,007	271,256,160	280,673,462	330,950,588	307,296,857
Fund Balances	607,699,469	529,766,887	516,131,246	535,968,667	534,904,745	543,632,785
Statutory Reserves	(36,770,170)	(36,413,462)	(37,926,434)	(39,710,080)	(41,313,636)	(43,235,022)
Total Revenues	\$1,985,821,738	\$1,917,978,692	\$1,905,077,104	\$1,954,166,015	\$2,088,606,169	\$2,069,130,304
Appropriations						
Personal Services	278,778,478	290,295,700	307,880,194	326,975,733	345,729,671	365,642,492
Operating Expenses	258,532,204	269,495,075	279,143,667	289,284,416	299,438,221	310,360,405
Equipment/Capital	391,483,533	386,253,706	339,653,496	319,596,049	338,508,301	269,475,505
Debt Service	101,830,733	104,517,472	105,617,631	106,258,227	107,185,668	108,679,197
Grants and Aids	99,089,819	69,721,271	57,804,730	58,694,540	59,638,473	60,565,609
Reserves	346,564,764	310,180,362	309,117,535	324,039,572	343,083,548	368,415,282
Transfers	509,542,207	487,515,106	505,859,850	529,317,479	595,022,287	585,991,814
Total Appropriations	\$1,985,821,738	\$1,917,978,692	\$1,905,077,104	\$1,954,166,015	\$2,088,606,169	\$2,069,130,304

Forecast of Departmental Operating Budgets

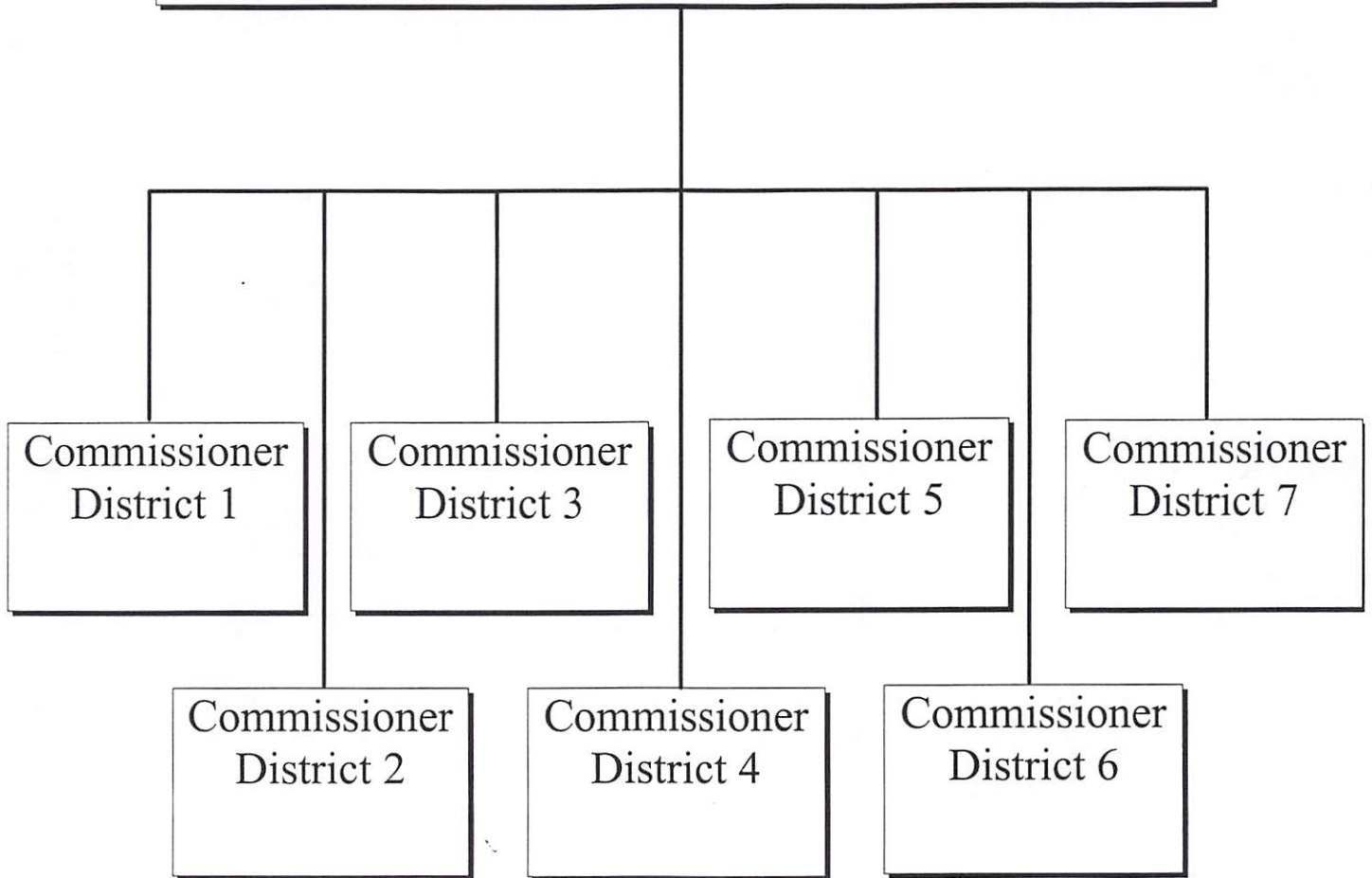
Fiscal Years 1999 - 2004

Department	FY 98/99	FY 99/00	FY 00/01	FY 01/02	FY 02/03	FY 03/04
Airports	114,823,725	131,478,420	134,790,889	140,783,615	150,395,417	161,950,069
County Administration	1,217,376	1,253,897	1,321,150	1,391,953	1,460,087	1,531,599
County Attorney	4,245,379	4,372,740	4,605,189	5,011,307	5,244,538	5,499,781
County Commission	2,069,607	2,131,695	2,244,107	2,362,398	2,476,398	2,596,001
County Cooperative Extension Service	2,076,975	2,174,116	2,278,589	2,388,227	2,494,804	2,606,347
Community Services	38,706,015	29,422,970	30,492,064	31,602,844	32,743,602	33,928,322
Employee Relations and Personnel	2,246,040	2,313,421	2,431,353	2,555,333	2,675,182	2,800,812
Engineering and Public Works	40,770,946	40,606,261	42,412,712	44,304,763	46,155,331	48,063,728
Environmental Resources Management	14,294,721	13,071,753	13,630,006	14,223,508	14,826,422	15,463,927
Facilities Development and Operation	44,523,294	41,867,682	43,838,272	45,904,409	47,982,046	50,157,257
Financial Management and Budget	3,113,684	3,207,095	3,368,188	3,537,469	3,701,334	3,873,037
Fire-Rescue	105,128,494	113,962,566	120,446,546	128,577,929	137,167,909	145,605,098
Housing and Community Development	41,324,779	14,815,799	15,279,759	15,758,615	16,252,862	16,763,014
Information Systems Services	18,069,663	18,611,753	19,427,173	20,280,349	21,117,539	21,991,421
Internal Auditor	843,092	856,195	903,116	952,542	1,000,017	1,049,872
Metropolitan Planning Organization	2,890,449	2,754,714	2,813,189	2,914,330	3,015,929	3,121,293
Palm Tran	28,330,622	29,181,871	30,492,354	31,864,647	33,207,742	34,610,720
Parks and Recreation	36,101,255	35,598,262	37,221,131	38,957,201	40,683,192	42,499,173
Planning, Zoning and Building	36,271,064	39,424,889	43,569,279	47,918,789	52,441,140	57,097,971
Public Affairs	4,700,972	4,840,294	5,045,776	5,260,627	5,471,899	5,692,299
Public Safety	23,800,340	20,942,158	21,948,604	23,015,778	24,077,548	25,139,361
Purchasing	2,317,504	2,387,029	2,511,086	2,641,576	2,767,498	2,899,559
Risk Management	34,445,279	36,165,596	38,048,326	40,055,765	42,186,830	44,460,032
Tourist Development Council	30,293,673	34,128,546	38,551,886	43,395,240	48,732,334	54,605,780
Water Utilities	62,840,400	98,147,585	85,882,585	85,761,585	91,604,585	98,233,585
Non-Departmental Operations	20,158,709	6,334,738	7,747,686	9,287,677	10,961,342	12,780,953
Total Departmental Operating	715,604,057	730,052,046	751,301,018	790,708,476	840,843,526	895,021,011

Board Departments/Agencies



County Commission



29 Positions

Mission

To represent the citizens of Palm Beach County, promote effective government, and make policy direction to meet community needs.

Summary of Services/Facilities

The Board is made up of seven Commissioners, each representing a single-member district. Commissioners are elected to four-year terms by voters in the district in which they reside. Every two years, Commissioners elect a Chair to preside over meetings and serve as ceremonial head of the County. A Vice Chair is also selected to assume these duties in the absence of the Chair.

The County Commission considers major problems facing County government and guides the growth and development of the County consistent with the public interest. Major areas of public interest under

the control of the Board include:

- provision of fire protection and disaster relief;
- construction and maintenance of County buildings, roads, and bridges;
- provision of programs of housing, community development, slum clearance, conservation, flood and beach erosion control, and air pollution control;
- adoption and enforcement of building and housing codes and regulations;
- preservation of natural resources; and
- provision of cultural and recreational facilities and programs.

Trends and Issues

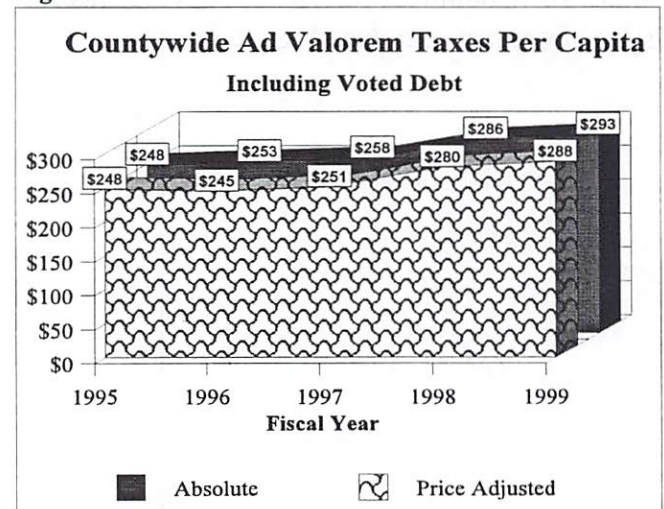
Millage Rate Remains Constant: Breaking a tradition of maintaining countywide taxes at roll-back, in FY 1997-98 the Board of County Commissioners approved a tax increase to 4.6 mills. The policy was to establish a millage rate that will generate sufficient taxes to avoid tax increases in future years.

FY 1998-99 is the first of the "future years." The budget was balanced at 4.6 mills. There was little flexibility for funding decisions, but the budget still provides funding for the level and quality of services expected by the citizens of Palm Beach County.

The total countywide millage rate, including voted debt, will result in taxes per capita of \$288. This is adjusted for inflation using 1995 as the base year.

Figure 1 presents taxes per capita in both absolute and price-adjusted dollars.

Figure 1

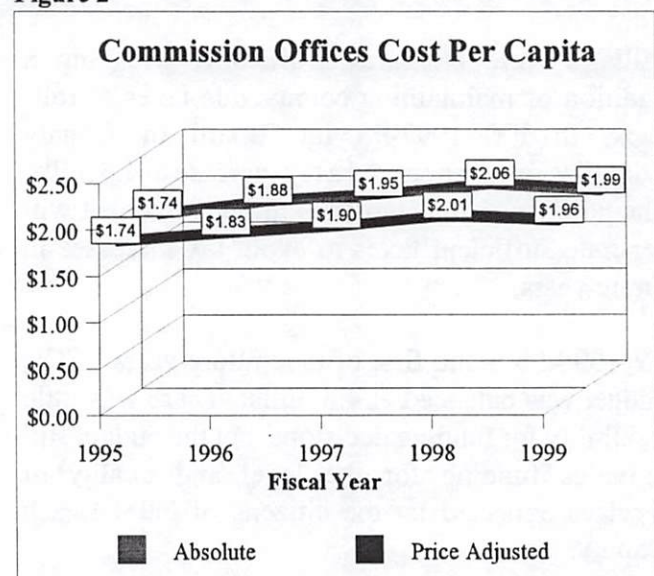


FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$1,648,980	\$1,793,472	\$1,791,258	\$1,823,633
Operating Expenses	249,332	304,467	271,565	235,734
Capital Outlay	13,201	16,900	13,460	10,240
TOTAL	\$1,911,513	\$2,114,839	\$2,076,283	\$2,069,607
STAFFING				
Positions	29	29	29	29
Full Time Equivalents (FTEs)	29.00	29.00	29.00	29.00

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Population served	1,003,684	+9%	n/a	1,024,761	1,046,281
Countywide millage rate	4.5191	-2%	n/a	4.5191	4.8582
Countywide taxes per capita	\$258	+2%	n/a	\$286	\$293
Commission office expenditures per capita	\$1.95	+14%	n/a	\$2.06	\$1.99
Commission staff - FTEs	22	0%	n/a	22	22

Cost of County Commission Offices Remains Constant: After adjusting for inflation, the cost per capita for Commission Offices has decreased slightly from last year. (see **Figure 2**).

Figure 2



County Attorney

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graph TD; CA[County Attorney] --> DR[Departmental Representation]; CA --> L[Litigation]; DR --- DR_L[Departmental Representation]; L --- L_L[Litigation];
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Departmental
Representation

Departmental Representation

Litigation

Litigation

57 Positions

County Attorney



1897

1897

Mission

To provide quality legal advice and representation to the Board of County Commissioners and its departments in a timely, cost effective, and efficient manner.

Summary of Services/Facilities

The County Attorney's Office was established under Section 4.3 of the Charter of Palm Beach County as an independent office. The County Attorney is appointed by the Board of County Commissioners, serves at the pleasure of the Board, and is responsible directly to the Board. The Office is charged with conducting all the legal affairs for the Board of County Commissioners, County Administration, departments, boards, and commissions. In addition, the Office provides legal advice and general counsel to certain Constitutional Officers, other agencies of County Government, and

the Health Department. The County Attorney's Office defends the County in all civil actions, and coordinates all outside legal services. The Office provides legal advice and opinions, prepares and reviews legislation, and drafts all legal documents required in conducting business for the County including contracts, resolutions, ordinances, bonds, and leases.

The County Attorney's Office consists of two programs: Departmental Representation and Litigation.

Trends and Issues**Motions for Summary Judgments Filed Earlier:**

At the recommendation of outside litigation auditors, Motions for Summary Judgment are now filed earlier in cases. If granted, the County saves the expense of going to trial when there's no legal exposure. If not granted, at least the issues may be narrowed, which also results in reduced costs.

Workers' Compensation Roundtable Established: In addition to Risk Management and Eminent Domain Roundtable meetings, a Workers' Compensation Roundtable has been established to review and recommend settlements in workers' compensation cases.

Creation of Office Form Book : An Office form book has been established and is available on the computer. Various subdirectories were made to assist the user in finding the appropriate form they are looking for. As new forms are created, the directory and book are updated.

Debt Collection Program: This is a cooperative, multi-phase program wherein specially designated personnel from the County Attorney's Office work with the Office of Financial Management and Budget to effect a systematic collection of a wide variety of debts owed to the County.

During the past year (1997), regular sessions of the collections court were held on a monthly basis. By means of this court proceedings, Palm Beach County collects court costs which have been assessed against criminal defendants. These court costs and other expenses are reduced to a judgment at the conclusion of a criminal case and the County pursues these defendants until the judgment is paid in full. This program has been very successful with total collected revenue through January 31, 1998 of \$86,780.22. Several counties throughout the state have shown interest in this innovative program.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Inter-Departmental Charges	\$2,397,937	\$2,042,500	\$2,042,500	\$2,255,000
Other	1,570	-	-	-
TOTAL	\$2,399,507	\$2,042,500	\$2,042,500	\$2,255,000
APPROPRIATIONS				
Personal Services	\$3,516,694	\$3,588,893	\$3,569,843	\$3,810,728
Operating Expenses	334,701	490,200	435,221	417,925
Capital Outlay	46,924	12,880	12,880	16,726
TOTAL	\$3,898,319	\$4,091,973	\$4,017,944	\$4,245,379
STAFFING				
Positions	56	57	57	57
Full Time Equivalents (FTEs)	56.00	57.00	57.00	57.00

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Number of County attorneys	25	+9%	n/a	25	25
Ratio of attys to total County positions	1:190	-10%	n/a	1:193	1:193
Client survey ranking (% satisfied)	*	n/a	n/a	90%	*

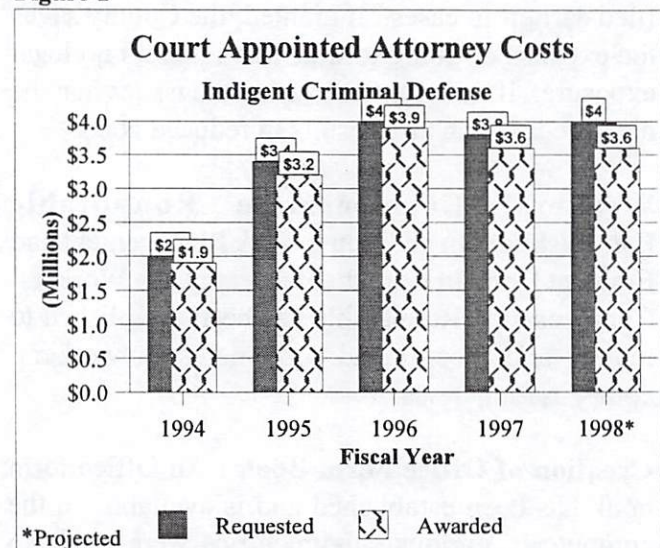
* The survey is distributed bi-annually to the Departments.

Court-Appointed Attorney Costs Containment Program:

A contract team approach was established to represent defendants when the Public Defender's Office withdraws from a case due to an existing conflict or in other cases where attorneys are appointed by the court to represent indigent clients. **Figure 1** depicts cost savings based on the difference between what the court appointed attorney had requested and the amount approved based on the Office's analysis of costs and services. The requested amount of attorney costs in 1997 was \$3.8 million and the amount actually awarded is \$3.6 million. As this figure indicates, criminal costs for FY 1997 were less than in FY 1996. The projected totals for the coming year are essentially the same as last year.

Utilization of Outside Legal Services: The County Attorney's Office continues to reduce the utilization of outside counsel whenever possible. **Figure 2**

Figure 1



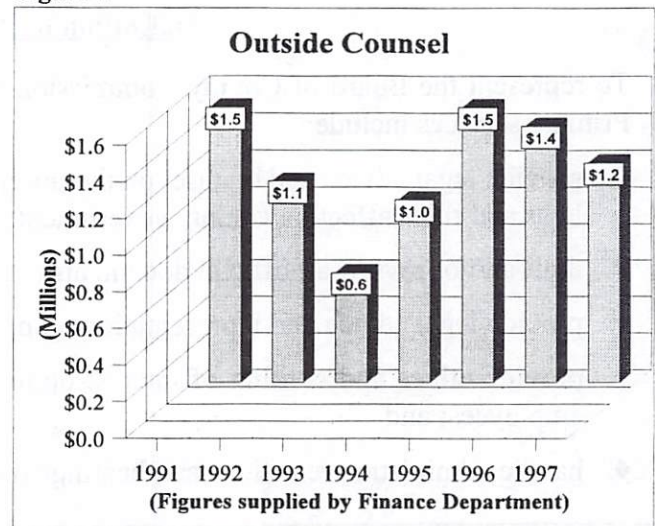
shows that a substantial decrease in fees occurred between FY 91 - FY 93. There was an increase in fees due to construction litigation, labor matters,

and complex issues during FY 1994-95. Due to the in-house handling of some of these types of cases, a reduction in fees has been recognized since FY 96.

Case Management/Time and Billing Software:

A new software program is being developed through ISS which will enable the office to continue to track projects and hours worked by attorneys. In addition, the program will allow for closer case management, which was recommended by the outside consultants. The program has the ability to compile data which will be beneficial as a management tool, not only for litigation purposes, but for administrative matters as well. Another feature of this software is that it will link to WordPerfect for generation of various types of documents.

Figure 2



Significant Changes From Prior Year

Appellate Team Formed: An Appellate Team has been formed to handle all County appeals. Attorneys have been selected from each of the three sections to initiate and defend the County in all appellate proceedings. To date the Team members have appeared before the Appellate Division of the Circuit Court, Fourth District Court of Appeals, Florida Supreme Court, and the Federal Circuit Court of Appeals for the Eleventh Circuit.

County Attorney Outreach Program Enhanced, Expanded, and Implemented: The Office implemented and enhanced an outreach program by expanding its efforts to recruit legal interns and attorney candidates from all major law schools in the State of Florida. The program formalized greater involvement from local law schools regarding participation in their clinical legal intern programs.

Volunteers Recruited: A program was established to recruit volunteers to perform various assignments and tasks. The National Association of Counties (NACo) was contacted to learn more about its successful "Volunteerism Project" which is funded by the W. K. Kellogg Foundation to promote volunteerism in local government. NACo has been very helpful by providing general guidelines, sample policies, and information on other counties' programs. Currently the Sheriff and State Attorney's Office run very successful volunteer programs.

Condemnation Appraisals Improved: The County's eminent domain attorneys met with appraisers to explain a new selection policy and procedure which should lead to more thorough appraisals in condemnation cases. The results could lead to less attorney's fees awarded to property owners' attorneys based on a smaller benefit to their client.

Definition of Program and Services

To represent the Board of County Commissioners and County departments for all non-litigation issues. Primary services include:

- ◆ provide legal advice and counsel on the interpretation and enforcement of federal, state, and local laws and rules affecting County government;
- ◆ draft and/or review all official documents (i.e. ordinances, leases, contracts, resolutions, etc.);
- ◆ provide legal advice and representation on matters overseen by the boards and commissions;
- ◆ provide ethics and conflict of interest opinions to the Board of County Commissioners and its employees; and
- ◆ handle administrative actions and hearings (i.e. personnel appeals, code enforcement, etc.).

Program Objectives for FY 1999

1. Increase research capabilities through the upgrade of computer integration equipment.
2. Develop an Internet Research Guide listing comprehensive web sites and related information to enhance and expand legal research capability for office attorneys and legal assistants.
3. Expand and enhance existing Legal Form Book by contacting all county attorney offices, major city attorney offices, and local corporate general counsel offices and by researching the purchase/availability of relevant CD-rom and related computer software programs.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Resolutions and ordinances prep/rev	715	n/a	n/a	756	740
Contracts and agreements prep/rev	2,380	n/a	n/a	2,250	2,400
Agenda items prepared/reviewed	2,447	n/a	n/a	2,250	2,400
BCC inquiries/legal ops. rendered	1,198	n/a	n/a	1,600	1,450
% of budgeted revenues collected	100%	n/a	n/a	95%	95%

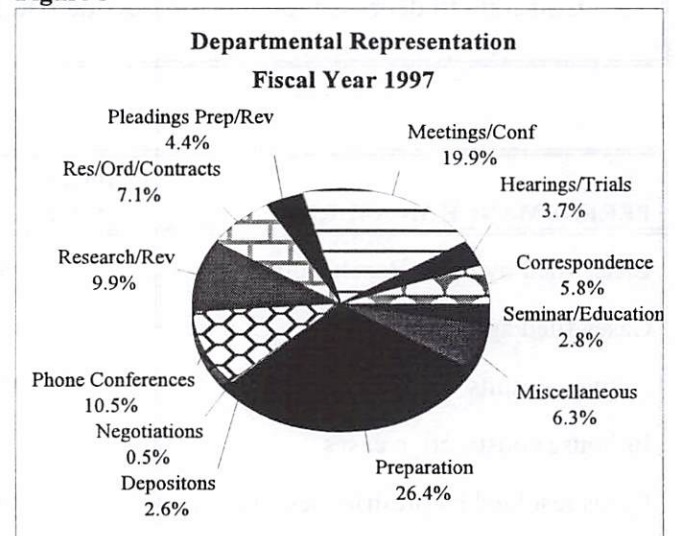
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Inter-Departmental Charges	\$1,645,099	\$1,325,000	\$1,325,000	\$1,520,000
Other	1,570	-	-	-
TOTAL	\$1,646,669	\$1,325,000	\$1,325,000	\$1,520,000
APPROPRIATIONS				
Personal Services	\$2,532,020	\$2,619,892	\$2,600,985	\$2,781,831
Operating Expenses	240,984	357,846	317,711	305,085
Capital Outlay	33,784	9,402	9,402	12,210
TOTAL	\$2,806,788	\$2,987,140	\$2,928,098	\$3,099,126
STAFFING				
Full Time Equivalents (FTEs)	40.50	41.50	41.50	41.50

Summary of Key Funding/Service Issues

Computer Upgrade - Phase IV: Over the last several years, the Office has been upgrading its computer equipment. The older and more antiquated computers have been replaced with more efficient units which will support new software and allow staff work in the Windows™ environment. Four computers have been identified as having too small of a hard drive to accommodate the various applications that are used in the office and will not meet the Year 2000 requirement. Three older and inefficient printers have been identified as having insufficient memory to handle current print jobs and need to be replaced.

Departmental Representation: Figure 3 depicts the utilization of staff time.

Figure 3



Definition of Program and Services

To provide legal advice and litigation support to the Board of County Commissioners and County departments. Primary services include:

- ◆ provide defense support for actions filed against Palm Beach County;
- ◆ file actions on behalf of the Board of County Commissioners;
- ◆ handle the review and cost containment of the attorney's fees program for indigent defendants, and reimbursement of costs for acquitted defendants; and
- ◆ oversee the legal aspects of the in-house collection program.

Program Objectives for FY 1999

1. Implement computerized monitoring of activities on all significant cases, replacing the PROFS system and integration into Word Perfect and GroupWise.
2. Continue to decrease reliance on outside counsel.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Cases filed by Palm Beach County	28	n/a	n/a	28	28
Cases filed against Palm Beach County	301	n/a	n/a	350	325
Active lawsuits	892	n/a	n/a	900	700
In-house construction cases	4	n/a	n/a	4	4
Cases resolved by pre-trial negotiation	50	n/a	n/a	35	40
\$ saved through Criminal Cost Containment Program **	\$289,913*	n/a	n/a	\$350,000	\$350,000
* Does not include additional savings of \$159,750 realized when a motion to dismiss the comptroller's legal action against the County was successful. This is unique and is reported separately.					
** Amount is higher than reflected in Figure 1 due to inclusion of motions to incur expenditures which were denied. Figure 1 reflects expenditures which were allowed but reduced by the court or through negotiations.					

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Inter-Departmental Charges	\$752,838	\$717,500	\$717,500	\$735,000
TOTAL	\$752,838	\$717,500	\$717,500	\$735,000
APPROPRIATIONS				
Personal Services	\$984,674	\$969,001	\$968,858	\$1,028,897
Operating Expenses	93,717	132,354	117,510	112,840
Capital Outlay	13,140	3,478	3,478	4,516
TOTAL	\$1,091,531	\$1,104,833	\$1,089,846	\$1,146,253
STAFFING				
Full Time Equivalents (FTEs)	15.50	15.50	15.50	15.50

Summary of Key Funding/Service Issues

Types of Litigation: Figure 4 depicts the relative number of cases handled in the various types of litigation in the office.

Litigation Staff Time: Figure 5 depicts the utilization of staff time per types of litigation.

Figure 4

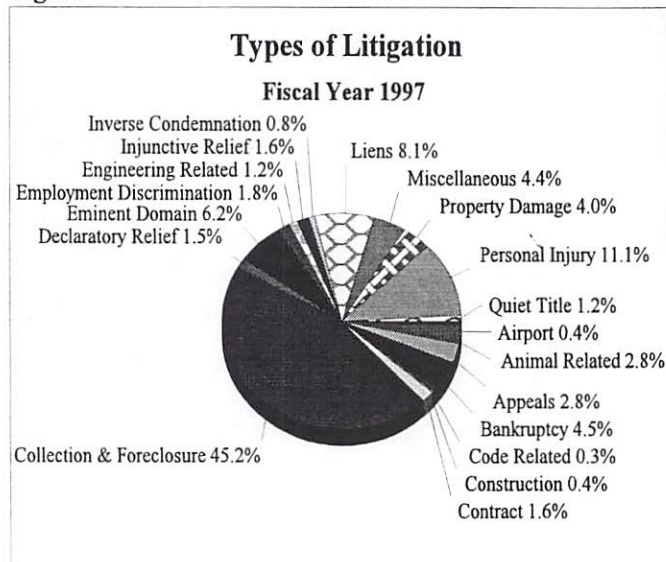
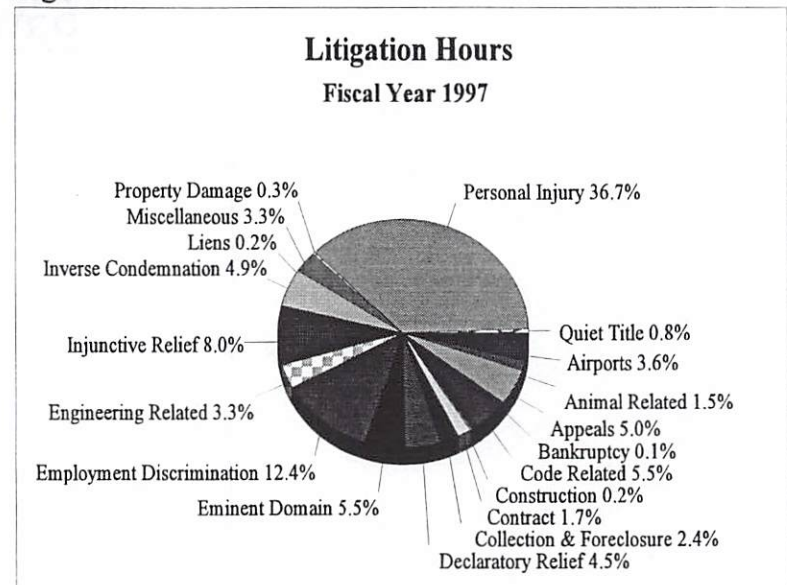


Figure 5





Internal Auditor

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graph TD; A[Internal Auditor] --> B[Operational Audits]; B --> C[Internal Audit];
```

Operational Audits

Internal Audit

1971/1972

1971/1972

1971/1972

1971/1972

Mission

To serve the Board of County Commissioners, County agencies and departments, and the public by providing independent, objective reviews of County operations, identifying areas where efficiency and effectiveness can be improved, and providing assistance and advice to the Board and management when requested.

Summary of Services/Facilities

The Internal Auditor's Office performs operational, compliance, and revenue audits and examines internal control systems of all departments under the Board of County Commissioners to identify problem areas and make recommendations for improvement. The Office also audits Airport concessions and operations of the Solid Waste Authority, Sheriff, and the Health Care District. In

accordance with Board policy, the Internal Auditor's Office reports to an Audit Committee which approves the annual workplan, reviews completed audit reports, and evaluates the Internal Auditor's performance. Revenues are generated through charges to the Airport, Solid Waste Authority, and the Health Care District.

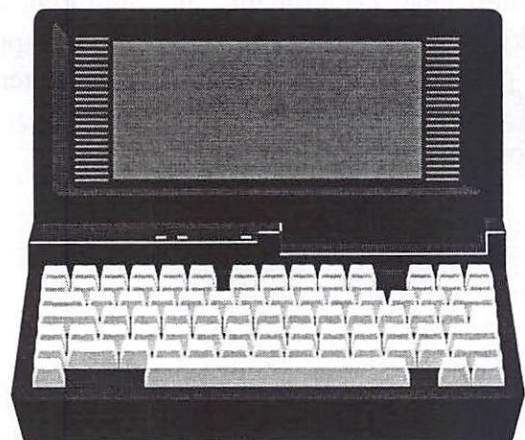
Trends and Issues

Allocation of Audit Resources: During the FY 1997-98 budget process, the Board of County Commissioners approved an additional auditor position to provide increased audit coverage for County operations. For calendar year 1998, 44 audits of County operations are currently scheduled as compared to 33 audits completed in 1997.

Audit Results: In general, audit results have been very good. Audited departments continue to be very cooperative in the audit process and have been taking appropriate corrective actions to address audit findings.

Computer Upgrades: All auditors are now equipped with portable computers and docking stations. This allows the auditors to be more efficient by creating databases and collecting information outside the Office. Previously, the auditors would have to return to the office to re-create information in wordprocessing or spreadsheet

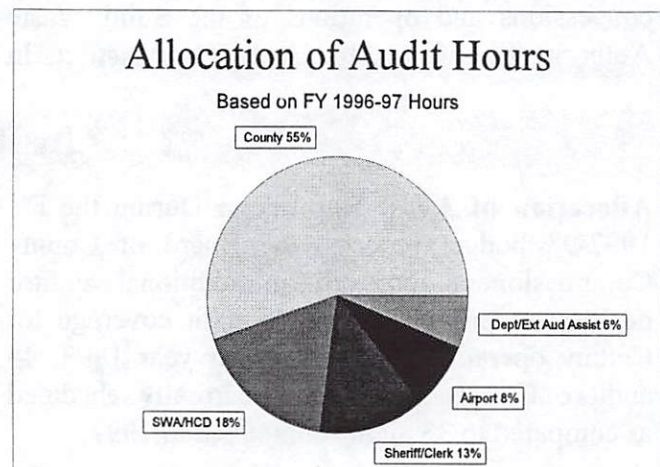
format. Staff also has access to *Groupwise* for more efficient communication with departments. Draft audit reports can now be sent by e-mail. Automation of workpapers is being explored.



FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$145,210	\$60,000	\$50,000	\$105,000
Inter-Departmental Charges	155,947	60,000	60,000	90,000
TOTAL	\$301,157	\$120,000	\$110,000	\$195,000
APPROPRIATIONS				
Personal Services	\$770,023	\$722,145	\$717,026	\$799,093
Operating Expenses	32,535	27,984	25,169	32,164
Capital Outlay	21,921	-	-	11,835
TOTAL	\$824,479	\$750,129	\$742,195	\$843,092
STAFFING				
Positions	10	10	10	11
Full Time Equivalents (FTEs)	10.00	10.00	10.00	11.00

Significant Changes From Prior Year

Auditor Career Track: Staff turnover in the Internal Auditor's Office has been extremely low, and auditors who accept the lower level auditor position have had little opportunity for promotion unless they were willing to leave internal auditing for a higher level fiscal position in another department. Over the past ten years, only one junior level auditor has had the opportunity to be promoted to a senior auditor position. With the cooperation of OFMB and the Employee Relations and Personnel Department, an appropriate career track for audit staff has been developed to provide for promotion after meeting strict criteria of professional certification, experience, and performance.



Definition of Program and Services

To conduct audits to determine if:

- ◆ assets are being adequately safeguarded;
- ◆ operations are being performed in accordance with laws, contracts, policies, and procedures;
- ◆ financial and other reports are accurate and reliable;
- ◆ activities have been properly authorized;
- ◆ operations are being performed in an efficient and effective manner; and
- ◆ stated goals are being accomplished.

To provide assistance to the County's external auditor.

To provide assistance and advice to the Board and management when requested.

Program Objectives for FY 1999

1. Reduce administrative time to 6,000 hours per year.
2. Maintain a 95% customer satisfaction level, which judges the quality of interaction between the Internal Auditor's Office and the Department being audited.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Administrative time (hours)	6,318	n/a	n/a	5,643	6,000
% of audit recommendations brought to closure	97.8%	n/a	n/a	98.6%	98.6%
Customer satisfaction level	94.4%	*	n/a	95%	95%
Audits performed	66	n/a	n/a	55	60
Assist external auditors (hrs)	378	n/a	n/a	300	300
* Customer surveys were not used prior to FY 1995-96.					



County Administration

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graph TD; A[County Administration] --> B[Administration];
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Administration

13 Positions

County Administration

ADMINISTRATIVE

Mission

To provide administrative leadership which creates an entrepreneurial government resulting in cost effective and efficient delivery of services. County Administration will implement policies established by the Board of County Commissioners and manage the activities of Board departments. Accountability of public expenditures will be provided through the use of performance measurement and organizational excellence will be encouraged by example and sponsorship of quality improvement programs. This mission requires effective communication with County Commissioners, constitutional officers, employees, citizens, the media, and others through open access and sharing of information.

Summary of Services/Facilities

The County Administrator serves as the chief executive officer of Palm Beach County government and provides the primary staff support to the Board of County Commissioners. The County Administrator's Office is staffed with thirteen positions, including the Deputy County

Administrator and four Assistant County Administrators. This Office directs the activities of twenty-four Board departments and acts as liaison to the constitutional officers and various other agencies.

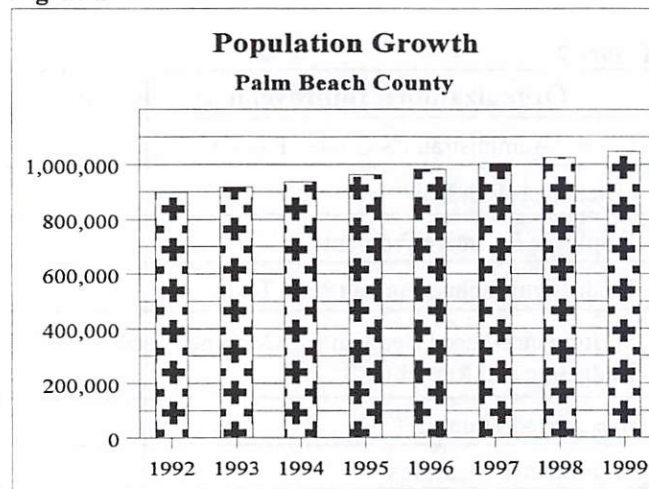
Trends and Issues

Population Gains Place Demand on Services:

The population of Palm Beach County has increased by more than 146,000 since 1992 - placing it second among all Florida counties in terms of absolute growth. **Figure 1** depicts this 16% growth trend.

Through the decade, the County had reduced the Countywide property tax millage rate. Service demands and various budget stresses including incorporations, legal settlements, and capital investments forced a return to the millage rate of the early 1990's. Continuing to threaten future costs are criminal justice issues, particularly the Sheriff's budget and data processing enhancements.

Figure 1



FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Interdepartmental Charges	\$208,661	\$234,845	\$197,398	\$205,294
TOTAL	\$208,661	\$234,845	\$197,398	\$205,294
APPROPRIATIONS				
Personal Services	\$996,317	\$1,082,785	\$1,034,534	\$1,115,228
Operating Expenses	87,820	99,817	94,484	87,756
Capital Outlay	9,499	7,500	7,174	-
Debt Service	14,137	14,332	14,262	14,392
TOTAL	\$1,107,773	\$1,204,434	\$1,150,454	\$1,217,376
STAFFING				
Positions	13	13	13	13
Full Time Equivalents (FTEs)	13.00	13.00	13.00	13.00

Improved Quality a County Priority: The ongoing initiative to improve management practices and quality of services continued during the past year. Palm Beach County aspires to achieve and maintain a reputation as a well-managed and innovative organization. Specific programs and activities supporting organizational improvement are listed in **Figure 2**.

Figure 2

Organizational Improvement Program
County Administrator's Golden Palm Awards
"Breakfast With Bob"
Employee Incentive Program
Productivity Enhancement (PEP) Team
Performance-based Budgeting ("Customer Focused Budgeting and Reporting")
Specialized Training
Performance Measures

Major Projects and Initiatives: During the past year, Administration provided primary staff support on a number of high profile issues of major financial and community impacts. These projects entailed a substantial level of involvement by the Management Team. **Figure 3** lists examples of major projects staffed by County Administration.

Figure 3

Project/Issue
Palm Tran - review & efficiency
Convention Center
PACE Program (Ag Reserve Dev. Rights)
Economic Development
Impact of Federal Budget Cuts
Arena
ISS issues and responsibility
Coordination on School Board issues per Board direction

Definition of Program and Services

County Administration is responsible for the overall supervision of Board departments. Primary services involve:

- ◆ arrange for the orderly scheduling of County Commission business and coordinate the development and review of agenda items for Commission meetings;
- ◆ staff special projects and initiatives as directed by the Board of County Commissioners and identified by the Management Team;
- ◆ present the County Administrator's recommended budget (operating and capital) for the upcoming fiscal year;
- ◆ plan for future levels of service and capital requirements;
- ◆ provide staff support to various appointed boards and committees;
- ◆ serve as a liaison to local, state, and federal government entities;
- ◆ oversee development of policies and procedures to guide County departments; and
- ◆ respond to public inquiries and requests for information.

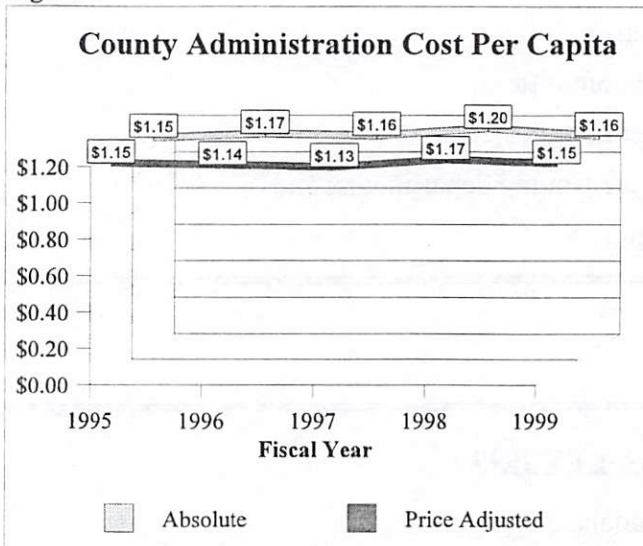
Program Objectives for FY 1999

1. Implement major projects in accordance with Board goals.
2. Work with ISS to accomplish Year 2000 requirements and court systems.
3. Convert Countywide policies and procedures (PPMs) to E-mail database for ease of access by County departments and improve use of E-mail capabilities.
4. Implement policy alternatives regarding the Agricultural Reserve area.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Board agenda items	1,974	-33%	n/a	2,500	2,500
Board directives	141	n/a	n/a	120	130

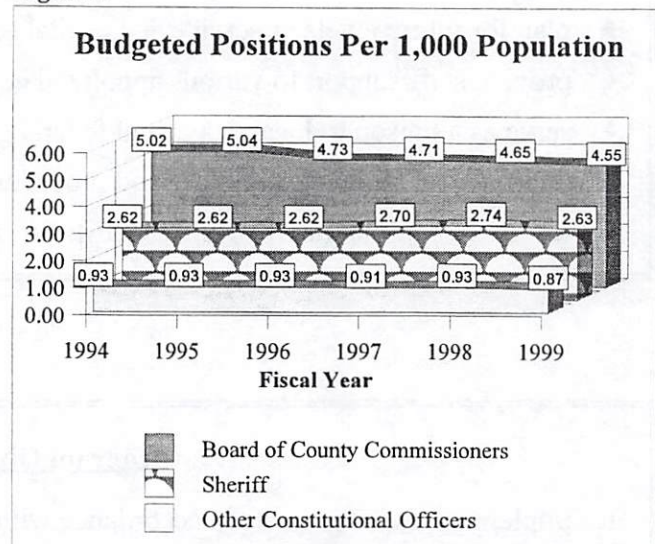
Cost of County Administration Decreases: Over the past six years the cost per capita for County Administration has decreased (see **Figure 4**). The big decrease in FY 1995 was due to the reorganization of Organizational Effectiveness from County Administration to Public Affairs. An additional two positions were reorganized to Public Affairs in FY 1995. County Administration staffing has remained at 13 for the period FY 1995 through FY 1999.

Figure 4

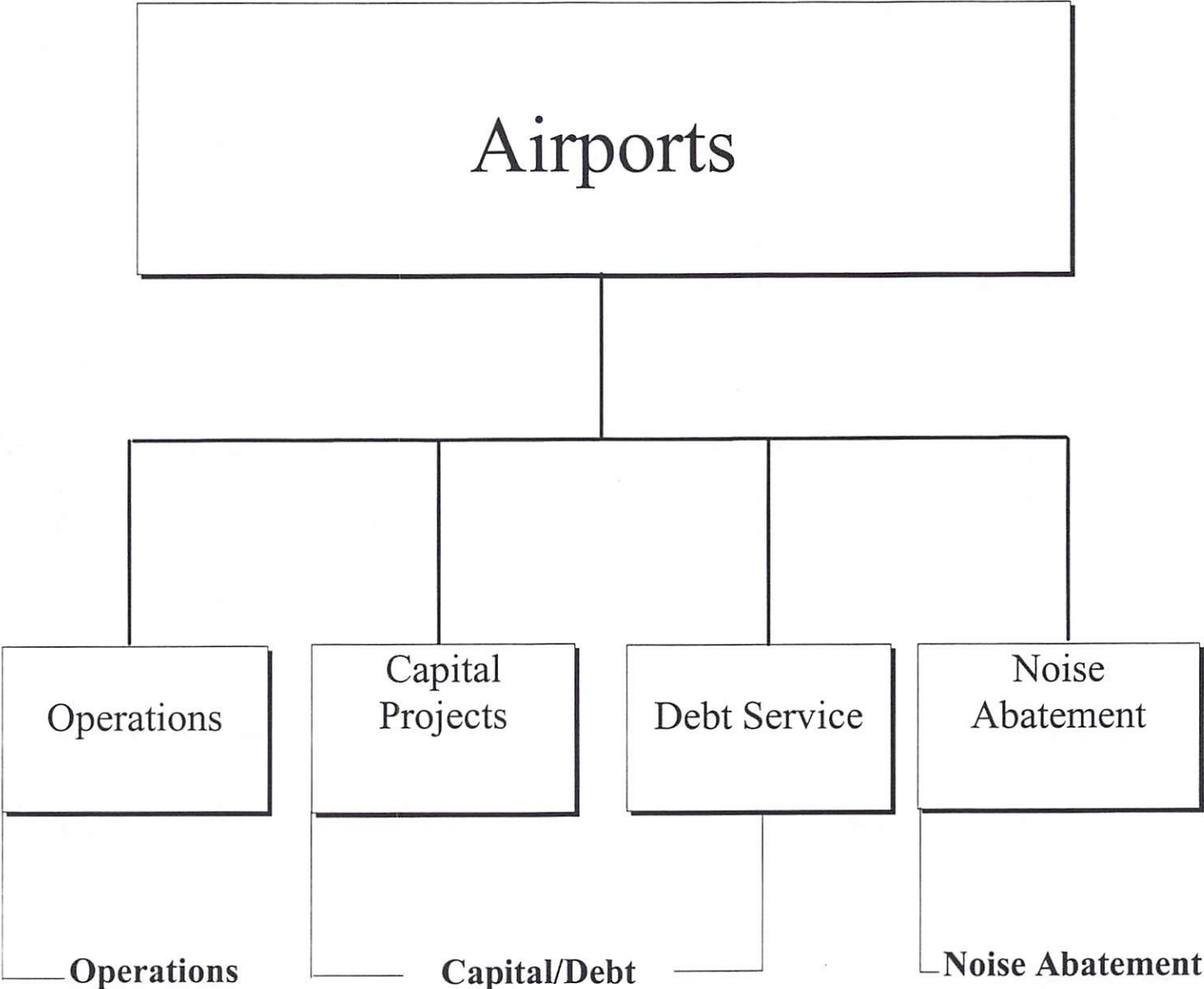


Employees Per 1,000 Population Decreases: The total number of budgeted positions per 1,000 population under the Board of County Commissioners (BCC) decreased from 5.02 in FY 1994 to 4.55 in FY 1999 (see **Figure 5**). The large decrease in FY 1996 for the BCC reflects the transfer of 270 County Home employees to the Health Care Taxing District.

Figure 5



Airports



```
graph TD; A[Airports] --> B[Operations]; A --> C[Capital Projects]; A --> D[Debt Service]; A --> E[Noise Abatement]; B --- F[Operations]; C --- G[Capital/Debt]; D --- G; E --- H[Noise Abatement];
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The diagram is an organizational chart for the 'Airports' department. At the top is a box labeled 'Airports'. A vertical line descends from this box and splits into four horizontal lines, each leading to a box below: 'Operations', 'Capital Projects', 'Debt Service', and 'Noise Abatement'. Below the 'Operations' box is a line leading to the text 'Operations'. Below the 'Capital Projects' and 'Debt Service' boxes is a line leading to the text 'Capital/Debt'. Below the 'Noise Abatement' box is a line leading to the text 'Noise Abatement'.

Operations

Capital
Projects

Debt Service

Noise
Abatement

Operations

Capital/Debt

Noise Abatement

134 Positions

Mission

To meet the aviation demands of Palm Beach County by:

- ▶ providing quality facilities;
- ▶ operating the airport system in a cost efficient and safe manner;
- ▶ continuing as an economic stimulus for Palm Beach County;
- ▶ opening the airport to foreign markets;
- ▶ continuing the airport noise abatement programs for the betterment of all airport neighbors; and
- ▶ continuing to provide an equitable opportunity for all businesses, including the Disadvantaged Business Enterprise.

Summary of Services/Facilities

The Department of Airports owns and manages Palm Beach International Airport (PBI) and three general aviation airports at North County, Lantana, and Pahokee. At the general aviation locations, over 268,000 square feet of hangar space is available for corporate and private fliers.

Serving approximately 5.8 million passengers per year, PBI provides a multitude of services to help people get to their destinations safely and enjoyably.

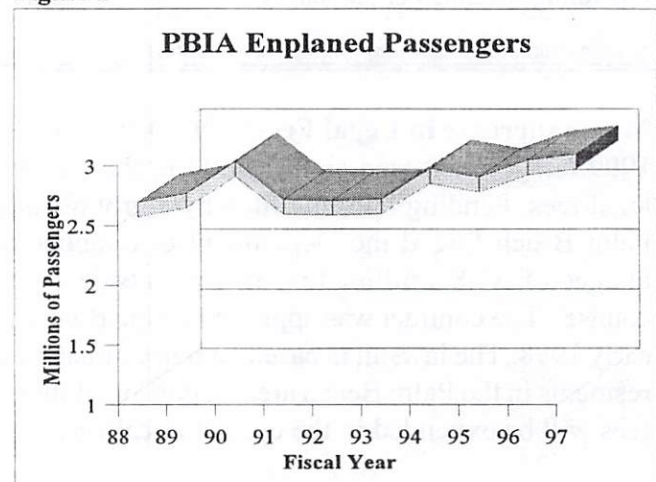
Aside from operating and maintaining the 560,000 square foot McCampbell Terminal, all safety and security is provided through agreements with the Sheriff's Office and Fire-Rescue.

PBI also provides parking facilities and services for over 1.9 million cars per year. Leases and concession agreements have been established to ensure that passengers have a full range of services: rental car, food sales, gift shops, and airline service.

Trends and Issues

All Costs Paid By User Fees: The concept of the Department's budget is self sufficiency. All costs are paid by revenues generated by the Airport or Aviation system. Increased revenue resulting from a growing number of passengers (**Figure 1**) has enabled the Department to keep up with rising costs. Aviation system revenues include Federal Aviation Administration and State Department of Transportation grants. Airport revenues include airline rents and landing fees, concession fees, parking fees, and passenger facility charges. No ad valorem tax dollars are used to support the Department. Any services that other governments provide are paid for in full, including indirect costs.

Figure 1



FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$5,363,174	\$5,747,379	\$8,777,414	\$4,526,200
User Fees/Charges	53,257,102	53,386,353	53,020,007	53,987,512
Other	77,724,732	61,958,279	80,702,034	62,381,418
Interfund Transfers	42,709,367	49,006,701	40,950,128	35,626,389
TOTAL	\$179,054,375	\$170,098,712	\$183,449,583	\$156,521,519
APPROPRIATIONS				
Personal Services	\$6,473,548	\$6,730,326	\$6,567,775	\$6,817,081
Operating Expenses	21,012,909	22,112,570	21,265,804	22,543,498
Capital Outlay	17,429,447	37,560,693	39,473,414	29,225,487
Debt Service	11,998,348	16,690,489	16,690,489	16,665,725
Non-Operating	42,245,641	87,004,634	40,470,128	81,269,728
TOTAL	\$99,159,893	\$170,098,712	\$124,467,610	\$156,521,519
STAFFING				
Positions	133	133	133	134
Full Time Equivalents (FTEs)	132.75	132.75	132.75	133.75

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Total passengers	5,711,486	+14%	5,755,000*	5,775,000	6,000,000
Landed weight (1,000 lb. units)	4,104,320	-8%	n/a	4,245,000	4,200,000
Cargo tons	34,888	+69%	n/a	30,900	31,000
Operating expense per passenger	\$4.44	+12%	n/a	\$4.95	\$4.95
Operating revenue per passenger	\$8.04	-11%	\$7.05	\$8.13	\$8.13

* Using composite data from 4 similar sized airports

Major Increase in Legal Fees: The Department's 1999 budget increased significantly in the area of legal fees. Pending lawsuits filed by a group from Palm Beach forced the Department to establish a budget of \$1.8 million to pay for outside legal counsel. The contract was approved by the Board in early 1998. The lawsuit is based on noise impacts to residents in the Palm Beach area. A portion of those fees will be expended in the current fiscal year.

Security Costs Drop: The budgeted costs will decrease by 12% from the prior fiscal year. The

budgeted amount for fiscal 1999 is \$4.5 million. Almost all of this expense relates to the Sheriff's operation at Palm Beach International Airport; other security costs relate to private contracts for specific control points. Cost reductions began in fiscal year 1998 and saved approximately \$600,000 in costs. Savings were primarily achieved by the elimination of upper management in the Sheriff's unit at PBIA. Additional costs were saved due to a decreased work force through attrition and decreased indirect cost allocations. The Department of Airports and the Sheriff's Office have worked together to make this

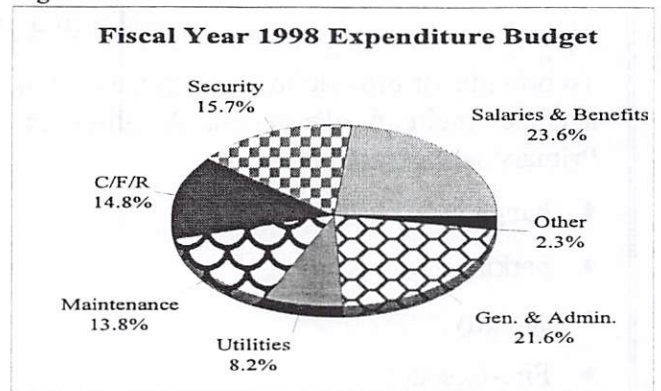
unit cost efficient without decreasing service.

The decrease in security cost is contrary to the long term trend in security costs, which have steadily risen over the years. In general, security costs have increased an average of 2.7% per year prior to this fiscal year. General airport costs have grown an average of 1% over the same period.

Fire-Rescue Costs Continue to Rise: As reported as a past trend, Fire-Rescue costs will rise again for FY 1998-99. Costs are budgeted to increase approximately 4% to \$4,272,587. Fire-Rescue costs have increased by an average of 5.75% per year for the period from 1993 to 1997.

Figure 2 shows the overall FY 1999 Department budget.

Figure 2



Definition of Program and Services

To provide, or provide for, all services required by passengers, aircraft operators, tenants, and regulatory agencies including the Federal Aviation Administration and the Florida Department of Transportation. Primary services include:

- ◆ hangars;
- ◆ parking;
- ◆ security;
- ◆ Fire-Rescue;
- ◆ food;
- ◆ gift shops; and
- ◆ rental cars.

Program Objectives for FY 1999

1. Maintain 100% compliance with all FAA regulations regarding security, safety, and training.
2. Maintain revenue per passenger at \$8 or more.
3. Maintain crime incidents at PBIA at 35 or less.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
% of space rented-NCA	100%	n/a	n/a	100%	95%
FAA citations	0	0%	n/a	0	0
Crime incidents (non-traffic)	38	-3%	n/a	44	35
Revenue per passenger	\$8.04	-11%	\$7.05	\$8.13	\$8.13

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$45,428,013	\$44,923,353	\$45,220,007	\$46,187,512
Other	7,823,477	5,034,859	6,662,998	5,247,243
Interfund Transfers	4,074,112	2,411,000	2,719,800	2,078,000
TOTAL	\$57,325,602	\$52,369,212	\$54,602,805	\$53,512,755
APPROPRIATIONS				
Personal Services	\$6,473,548	\$6,730,326	\$6,567,775	\$6,817,081
Operating Expenses	20,430,642	22,112,570	21,265,804	22,543,498
Non-Operating	25,602,640	23,526,316	22,182,233	24,152,176
TOTAL	\$52,506,830	\$52,369,212	\$50,015,812	\$53,512,755
STAFFING				
Positions	133	133	133	134
Full Time Equivalents (FTEs)	132.75	132.75	132.75	133.75

Summary of Key Funding/Service Issues

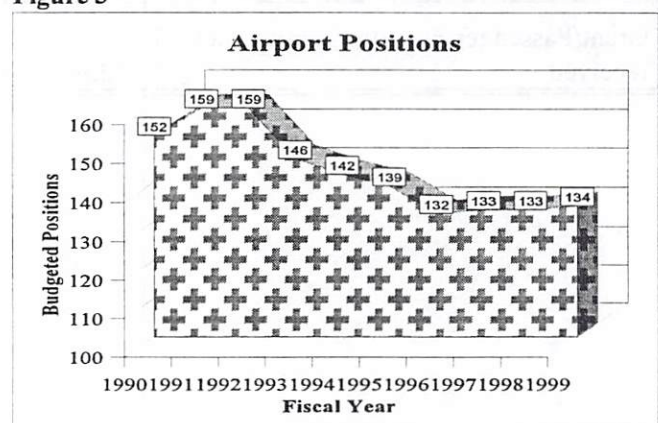
Automation Issues: Due to aging systems and the year 2000 problem, many more services and projects are budgeted over the next 12 to 18 months. Continued work on various systems is taking place to ensure that the year 2000 problem will not impact Airport Operations. Key systems include terminal security, fire/smoke alarm, baggage/flight information, and revenue control systems. Some of these systems will need maintenance to ensure that the year 2000 can be handled. Some systems, due to their near obsolescence, will be completely replaced. The total automation budget for purchased services and equipment will amount to approximately \$2 million. Some of these expenditures relate to ongoing contractual maintenance.

Energy Cost Reductions: A contract with Johnson Controls is in place to reduce electrical consumption by replacing light fixtures and lighting components in the terminal. Estimated savings of \$300,000 per year will fund the program which requires no out of pocket expenditures by the Department. After paying for the improvements, all

savings will accrue to the Department of Airports. As a side benefit, areas with new lighting components will be brighter and provide better visibility to customers.

Figure 3 shows the changes in Airport employee positions.

Figure 3



Definition of Program and Services

To provide for the purchase and construction of facilities required for the aviation demands of Palm Beach County and the surrounding communities. Primary services include:

- ◆ monitor construction;
- ◆ develop and monitor the capital budget;
- ◆ apply for grants; and
- ◆ pay revenue bond debt service.

Program Objectives for FY 1999

1. Purchase properties west of runway 9L. (\$6.5 million cost).
2. Construct general aviation apron/taxiway B, D, and E. (\$7.3 million cost).
3. Construct outer perimeter roadway Phase II. (\$2.6 million cost).

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Grant/Passenger Facility Charge funds received	\$12,906,156	n/a	n/a	\$13,607,379	\$14,000,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$4,622,974	\$3,813,700	\$1,751,700	\$2,916,200
User Fees/Charges	7,265,826	7,860,000	7,600,000	7,600,000
Other	67,232,530	56,083,437	70,712,181	56,127,359
Interfund Transfers	38,635,255	31,624,773	26,230,328	26,786,225
TOTAL	\$117,756,585	\$99,381,910	\$106,294,209	\$93,429,784
APPROPRIATIONS				
Operating Expenses	\$575,869	-	-	-
Capital Outlay	16,780,402	\$20,307,714	\$17,842,591	\$19,728,323
Debt Service	11,998,348	16,690,489	16,690,489	16,665,725
Non-Operating	16,643,001	62,383,707	18,287,895	57,035,736
TOTAL	\$45,997,620	\$99,381,910	\$52,820,975	\$93,429,784
STAFFING				
Positions	-	-	-	-
Full Time Equivalents (FTEs)	-	-	-	-

Summary of Key Funding/Service Issues

Forward Refinancing Saves \$11 Million: Working with Merrill Lynch, the County entered into a forward swap agreement which will save approximately \$11,000,000. The current Airport Revenue bonds contained provisions which prevented calling bonds until the year 2001, therefore the forward swap arrangement was necessary to lock in the current low rates. The savings was generated by trading relatively high rate bonds with an average coupon of over 7% for a lower forward swap rate of just over 5%. The amount of bonds which are being refinanced total approximately \$143 million.

Parking Garage Funding: The Department will be designing an addition to the existing parking garage to meet the expected capacity needs of growing customer base. Growth rates of about 2 to 3% per year in passenger traffic have taken up virtually all of long term garage spaces for most of the year. Remote parking is available, but is not as convenient for the passenger.

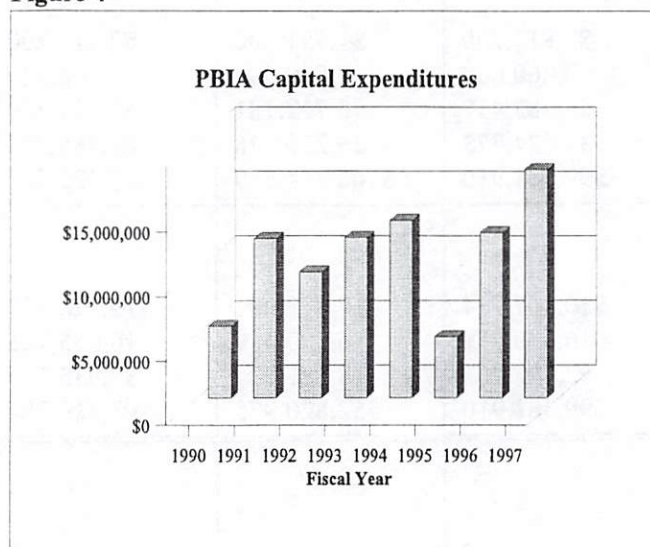
The timing of garage construction is not set, but is

likely to occur between 2001 and 2003. Of the many variables that need to be decided, one is how to fund this project, which could cost between \$20 and \$25 million.

The likely method is the issuance of revenue bonds. Since these projects are never eligible for grant money, funding has to be generated purely through enterprise means. Other possible funding mechanisms include: using debt service reserve funds freed up by insurance policy; bank/agency loans; creating a reserve from increased fees; or a combination of the above.

Figure 4 shows capital expenditures in past years.

Figure 4



Definition of Program and Services

To provide for projects and services which reduce the impact of aircraft noise on neighborhoods.

Program Objectives for FY 1999

1. Minimize the noise impacts on surrounding neighbors.
2. Maintain the usage of stage 3 aircraft at a minimum of 80%.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Percentage of Stage 3 Aircraft	86.5%	+25%	n/a	80%	85%

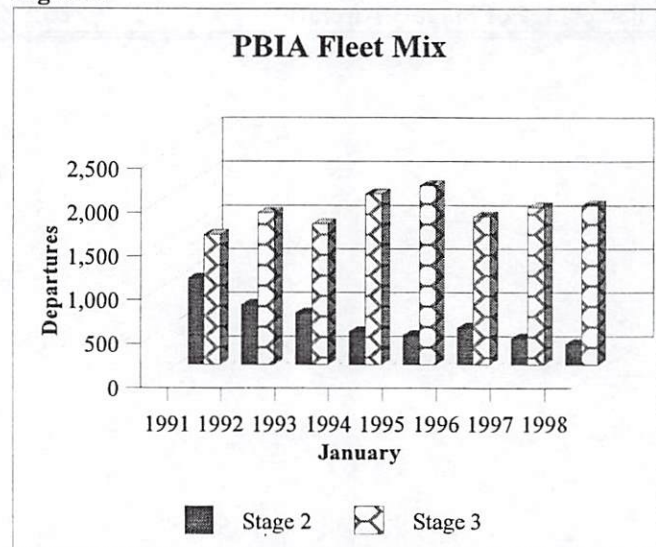
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$740,200	\$1,933,679	\$7,025,714	\$1,610,000
User Fees/Charges	563,263	603,000	200,000	200,000
Other	2,668,725	839,983	3,326,855	1,006,816
Interfund Transfers	-	14,970,928	12,000,000	6,762,164
TOTAL	\$3,972,188	\$18,347,590	\$22,552,569	\$9,578,980
APPROPRIATIONS				
Operating	\$6,398	-	-	-
Capital Outlay	649,045	\$17,252,979	\$21,630,823	\$9,497,164
Non-Operating	-	1,094,611	-	81,816
TOTAL	\$655,443	\$18,347,590	\$21,630,823	\$9,578,980
STAFFING				
Positions	-	-	-	-
Full Time Equivalents (FTEs)	-	-	-	-

Summary of Key Funding/Service Issues

Environmental Operating Fees: The Department of Airports has a stringent noise abatement policy which has been in effect for many years. The cornerstone of this policy is the environmental operating fee assessed to aircraft owners. Fees are based on three factors: type of aircraft, type of operation (landing or takeoff), and time of operation. Aircraft type is categorized as Stage 2 or Stage 3, Stage 3 aircraft are quieter than Stage 2 aircraft and therefore charged less. Landings are quieter than takeoffs and therefore charged less. The time of day affects the charge, with night time operations assessed more heavily.

This fee has two purposes: provide an incentive to operate quieter flights and assist in funding of noise abatement projects. Noise abatement projects include soundproofing of schools and homes, buy-out projects, or any other initiative that helps reduce the impacts of aircraft noise. Fees range from no charge (Stage 3 daytime operations) to \$2,600 (nighttime Stage 2 departures) for flight operations. The Department of Airports will receive approximately \$200,000 in Environmental

Figure 5



Operating fees for FY 1998-99. This is a decrease from prior years due to a revision in the fee structure, which increases the incentive to fly quieter stage 3 aircraft. **Figure 5** shows how the relative number of Stage 2 flights have been decreased over the years.

Community Services

Financially
Assisted
Agencies

Head Start &
Children's
Services

Community
Action
Program

Human
Services

Migrant
Programs

Child Services

Individual & Family
Services

Senior
Aides

Senior
Services

Senior Services

448 Positions

Community Services

Phone
Address
Fax

1-800-
4-4444

1-800-
4-4444

1-800-
4-4444

1-800-
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Mission

To enhance and improve the health, welfare, and quality of life in Palm Beach County by investing in the potentials of families and individuals in need.

Summary of Services/Facilities

The Department of Community Services provides administrative supervision for programs that provide services to Palm Beach County residents in need. In pursuit of the mission, the Department provides an array of services. Migrant workers are provided with the necessary skills to find employment year-round. Emergency support is obtained for clients in need of temporary room and board. Senior citizens receive vital services, such as personal care, congregate meals, home-delivered meals, and transportation. Preschoolers develop their learning abilities, while children requiring special care receive appropriate therapies. Veterans and their widows or dependents receive assistance in securing compensation, pensions, and on-the-job

training. Part-time employment is obtained for qualified men and women aged fifty-five years or older. Case management is provided as a key service to assist residents in achieving and maintaining independent living. The full spectrum of social services is provided at the neighborhood level. The Department is also responsible for monitoring and administering funding awarded to financially assisted agencies.

Clients are able to access direct services at over seventeen locations with sites in north, south, central, and western Palm Beach County. Additionally, home services are provided when there is a need.

Trends and Issues

New Facility Capital Improvements: The design for the complex at 1440 Martin Luther King Boulevard, Riviera Beach is complete. Demolition and partial construction are expected to take place during FY 1998-99. During demolition and construction of the complex staff will be relocated to a temporary facility at 200 West 12th Street, Riviera Beach. The Delray Beach Head Start modular complex is complete. Plans have been completed for the renovation of the kitchen at the South Bay Head Start Center. The City of Lake Worth is adding two additional classrooms so that Head Start can serve an additional 32-34 children for a total of 83 children in Lake Worth.

Welfare Reform and Block Grants: Federal funds for the Head Start program have increased significantly. New funding has provided the opportunity to contract with private day care centers to offer Head Start services to additional eligible children. The privatization of the local Workforce Development activity has provided the Division of Human Services the opportunity to provide Case Management for welfare reform clients.

Automation: The Department replaced its outdated computer system during FY 1995-96 and FY 1996-97. Developments and upgrades were made departmentwide to improve client tracking and grant reporting requirements. Maintenance and updates will continue in FY 1998-99.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$14,923,525	\$24,265,618	\$20,099,344	\$24,934,362
User Fees/Charges	427,423	245,061	486,482	765,624
Other	409,513	521,948	419,446	189,750
Interfund Transfers	114,360	152,000	152,000	102,000
TOTAL	\$15,874,821	\$25,184,627	\$21,157,272	\$25,991,736
APPROPRIATIONS				
Personal Services	\$13,806,768	\$14,486,149	\$14,035,136	\$15,708,104
Operating Expenses	8,836,213	11,944,995	9,352,555	10,605,725
Capital Outlay	549,294	270,527	335,298	332,166
Grants and Aids	4,235,079	10,514,962	8,356,598	11,926,268
Debt Service	8,593	-	-	-
Non-Operating	38,279	50,000	50,000	-
TOTAL	\$27,474,226	\$37,266,633	\$32,129,587	\$38,572,263
STAFFING				
Positions	391	412	442	448
Full Time Equivalents (FTEs)	371.00	392.00	421.50	427.50

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Ad valorem expenditures per capita	\$11.59	n/a	n/a	\$11.80	\$11.95
Ad valorem support as a percent of gross budget	33.59%	n/a	n/a	32.5%	32.3%

Significant Changes From Prior Year

The following additional funding is included in the Department's FY 1998-99 budget:

- Two full time Senior Social Workers for the Homeless Outreach Team (HOT) to expand Outreach/Intake/Assessment services to the entire county. **Fiscal Impact: \$69,095.**
- Contract award from Lockheed Martin IMS to provide specialized Case Management Services to public assistance recipients who have been unsuccessful in the state's "work first" welfare

reform initiative (WAGES). **Fiscal Impact: \$324,215.**

- Various computer and multi-media equipment for Head Start and expanded welfare reform programs. **Fiscal Impact: \$54,966.**
- Grant award for start up costs and four new positions to begin an Early Head Start Program to serve pregnant women, infants, and toddlers. **Fiscal Impact: \$819,929.**

Definition of Program and Services

To provide comprehensive child and family development services for the economically disadvantaged and those with special needs. Primary services include:

- ◆ health services including medical, dental, immunizations, mental health, vision, hearing, developmental assessments, treatments, and therapies;
- ◆ nutrition services including a supplemental program providing $\frac{1}{2}$ to $\frac{2}{3}$ of the USDA requirements, to include assessment of nutritional status, developing year-round counseling, and special diets;
- ◆ social services assisting the economically disadvantaged to improve the quality of their family lives;
- ◆ training and technical assistance for staff, parents, and volunteers;
- ◆ individualized early childhood education responsive to the needs of diverse ethnic and cultural groups; and
- ◆ full summer day camp tuition for children of families with incomes below 125% of Federal Poverty Guidelines.

Program Objectives for FY 1999

1. Provide all identified health services needed to at least 95% of total enrollment by the end of the program year.
2. Achieve at least 15% of total Head Start enrollment as children with disabilities (minimum required - 10%).
3. Increase the number of meals (breakfast, lunch, snack) served by 11%.
4. Increase the number of centers with National Association for the Education of Young Children (NAEYC) accreditation to 20 (90%), including full start and delegate centers.
5. Maintain private support for camp scholarships at 89% of funding requirements.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Head Start enrollment:					
children receiving complete health services	1,257	n/a	n/a	1,255	1,470
children with disabilities	183	n/a	n/a	200	234
Meals (Head Start & Summer Lunch)	477,629	n/a	n/a	795,500	883,575
NAEYC accreditation	13	n/a	n/a	16	20
Camp Scholarships:					
children awarded	1,103	n/a	n/a	1,400	1,250
private donations as % of award	83%	n/a	n/a	89%	89%

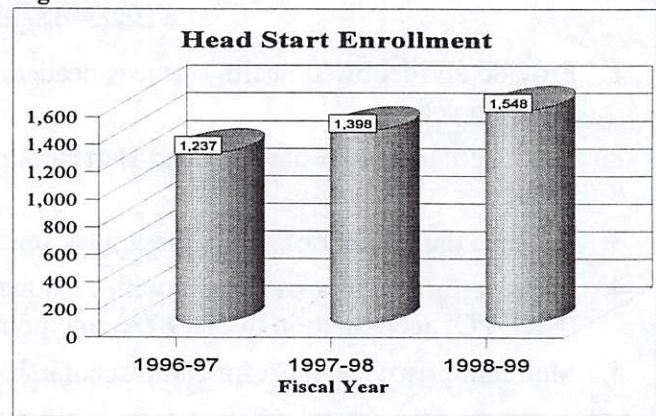
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$6,125,738	\$6,443,402	\$6,635,541	\$8,270,121
Other	29,824	41,210	26,118	-
TOTAL	\$6,155,562	\$6,484,612	\$6,661,659	\$8,270,121
APPROPRIATIONS				
Personal Services	\$5,289,389	\$5,935,332	\$6,069,951	\$6,937,523
Operating Expenses	4,083,903	4,938,281	4,592,486	5,490,704
Capital Outlay	101,835	180,010	177,929	238,650
Debt Service	4,297	-	-	-
TOTAL	\$9,479,424	\$11,053,623	\$10,840,366	\$12,666,877
STAFFING				
Full Time Equivalents (FTEs)	181.50	199.50	217.50	221.50

Summary of Key Funding/Service Issues

Head Start Enrollment Expected to Increase:

Figure 1 indicates a projected enrollment increase in FY 1998-99. Head Start funded enrollment increased from 1,237 to 1,398 since FY 1994-95. Federal expansion dollars have become available for FY 1998-99, resulting in an estimated increased enrollment of one hundred fifty.

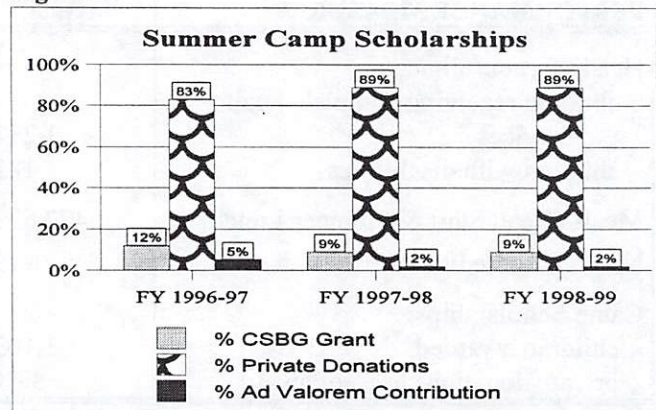
Figure 1



Private Support Enables Summer Camp Scholarships to Expand:

Generating increased private support and in-kind donations enables the program to serve more children while simultaneously increasing private donations as a percent of camp scholarship dollars. Scholarships were expected to increase by 25% in FY 1996-97. Actual scholarships awarded in FY 1996-97 were 1,103, or an increase of 85%. As **Figure 2** illustrates, private donations for FY 1997-98 accounted for 89% of total program funds.

Figure 2



Definition of Program and Services

To provide individuals and families with a variety of services that assist in maintaining basic living needs, improving quality of life, and achieving economic independence. Primary services include:

- ◆ outreach services to neighborhoods and communities to provide information about service access;
- ◆ education services to assist in achieving a General Equivalency Diploma (GED), Adult Basic Education (ABE) labs, English for Speakers of Other Languages (ESOL) labs, and Consumer Education;
- ◆ services to provide emergency shelter placement, payment of delinquent rent/mortgage or utility bills, issuance of food vouchers, and transportation assistance;
- ◆ job training;
- ◆ case management encompassing assessment, service planning, counseling, and advocacy support for goal realization;
- ◆ administer and monitor grant compliance for Ryan White funding; and
- ◆ supportive housing.

Program Objectives for FY 1999

1. Place 149 applicants into education programs as a prerequisite to job training and employment.
2. Prevent homelessness by provision of emergency services to 40,500 households.
3. Place 65% of individuals who have completed job training through the Migrant and Growth Opportunity and Life Skills (GOALS) programs into unsubsidized employment, earning on average at least \$1 more than minimum wage.
4. Increase the number of veterans and dependants provided case management services by 3%.
5. Generate \$3 million in award benefits for veterans/dependants.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Education/training enrollment/migrant	190	n/a	n/a	170	149
Emergency services to households	35,087	n/a	n/a	37,215	40,500
Unsubsidized employment/placement:					
Migrant Program	67	n/a	n/a	63	67
GOALS	31	n/a	n/a	75	120
Veterans/dependents served	8,429	n/a	n/a	8,682	8,942
Veteran award benefits generated	n/a	n/a	n/a	n/a	\$3,000,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$4,095,151	\$11,142,260	\$9,336,733	\$12,926,617
User Fees/Charges	53,692	61,000	35,000	35,000
Other	3,050	75,090	80,090	5,000
TOTAL	\$4,151,893	\$11,278,350	\$9,451,823	\$12,966,617
APPROPRIATIONS				
Personal Services	\$4,592,252	\$4,059,649	\$4,006,204	\$4,352,807
Operating Expenses	1,263,214	1,657,420	1,374,284	1,573,287
Capital Outlay	261,123	41,135	82,617	67,866
Grants and Aid	4,235,079	10,514,962	8,356,598	11,926,268
Debt Service	1,976	-	-	-
TOTAL	\$10,353,644	\$16,273,166	\$13,819,703	\$17,920,228
STAFFING				
Full Time Equivalents (FTEs)	90.25	93.25	104.75	106.75

Summary of Key Funding/Service Issues

Status on Welfare Reform Implementation:

While it is still too early to have data on the impact of federal and state welfare reform, preliminary trends indicate fragmentation of programs and services coupled with inconsistent understanding of the changes on the part of those receiving public assistance. Within the Department, some training programs are seeing fewer candidates for school and training because of the "work first" mandate in the state's welfare reform (WAGES). The Department's access to federal and state resources through a Lockheed Martin IMS subcontract will be important to department efforts that support self-sufficiency services to those in need.

Status on Homeless Continuum of Care:

Expansion of the team's social workers and an increase in emergency shelter funds is needed to continue the success of this comprehensive Homeless Continuum of Care. Implementation of the Homeless Outreach Team (HOT) and the Homeless Hotline have resulted in obtaining better data regarding the numbers and needs of homeless individuals and families. In addition, having a coordinated Intake and Assessment is pivotal to entrance into the Continuum of Care funded by HUD. However, the workload for the HOT is far more than one team can manage.

Definition of Program and Services

To provide a range of services to achieve and maintain independence and improve the quality of life for seniors. Primary services include:

- ◆ training of senior aides program enrollees for placement into unsubsidized employment; assistance to job seeking non-enrolled seniors through employment placement activities;
- ◆ recreational and educational activities at senior centers;
- ◆ nutritional meals in congregate settings or home delivered;
- ◆ transporting seniors to senior centers, congregate meal sites, medical appointments, and grocery shopping;
- ◆ in-home health and independent living assistance; and
- ◆ case management for seniors who need assistance with daily living activities.

Program Objectives for FY 1999

1. Place 26 Senior Aides in unsubsidized employment and 200 non-enrolled seniors in job seeking activities.
2. Address the nutritional needs of 3,200 seniors through the provision of congregate and home delivered meals.
3. Transport 1,300 seniors to senior centers, congregate meal sites, and medical appointments.
4. Provide case management and vital health maintenance services to 1,500 frail seniors and their caregivers.
5. Target in-home services so that 65% of clients receiving these services are age 80 or older.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Senior Aides:					
assisted in job training	129	n/a	n/a	123	123
placed in unsubsidized jobs	32	n/a	n/a	26	26
Senior employment applicants assisted in job placement	n/a	n/a	n/a	200	200
% of clients age 80+ served in-home	54%	n/a	n/a	75%	65%
Hours of case management	31,633	n/a	n/a	37,475	20,384
Meals provided	1,086,356	n/a	n/a	743,477	835,000
One-way trips	119,088	n/a	n/a	98,572	90,120
Hours of in-home services	195,561	n/a	n/a	210,011	240,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$4,702,636	\$6,679,956	\$4,127,070	\$3,737,624
User Fees/Charges	373,731	184,061	451,482	730,624
Other	376,639	405,648	313,238	184,750
Interfund Transfers	114,360	152,000	152,000	102,000
TOTAL	\$5,567,366	\$7,421,665	\$5,043,790	\$4,754,998
APPROPRIATIONS				
Personal Services	\$3,925,127	\$4,491,168	\$3,958,981	\$4,417,774
Operating Expenses	3,489,096	5,349,294	3,385,785	3,541,734
Capital Outlay	186,336	49,382	74,752	25,650
Debt Service	2,320	-	-	-
Non-Operating	38,279	50,000	50,000	-
TOTAL	\$7,641,158	\$9,939,844	\$7,469,518	\$7,985,158
STAFFING				
Full Time Equivalents (FTEs)	99.25	99.25	99.25	99.25

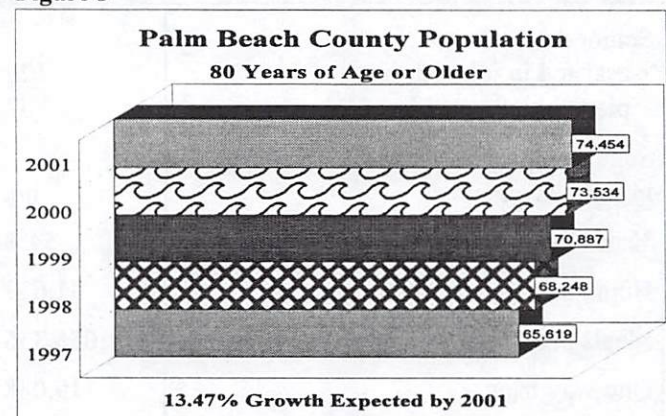
Summary of Key Funding/Service Issues

Funding Trends: The Division of Senior Services receives federal and state funding which augments County dollars in providing services to seniors. The Older Americans Act funding, Community Care for the Elderly funding, and Home Care for the Elderly funding remain stable as the elderly population experiences increases. However, the Division has been able to expand services to seniors in Palm Beach County through decreasing administrative costs and leveraging a portion of State and County dollars to draw increased Medicaid Waiver dollars. These dollars have been used to serve frail, low income seniors in their homes to delay or avoid placement in nursing homes.

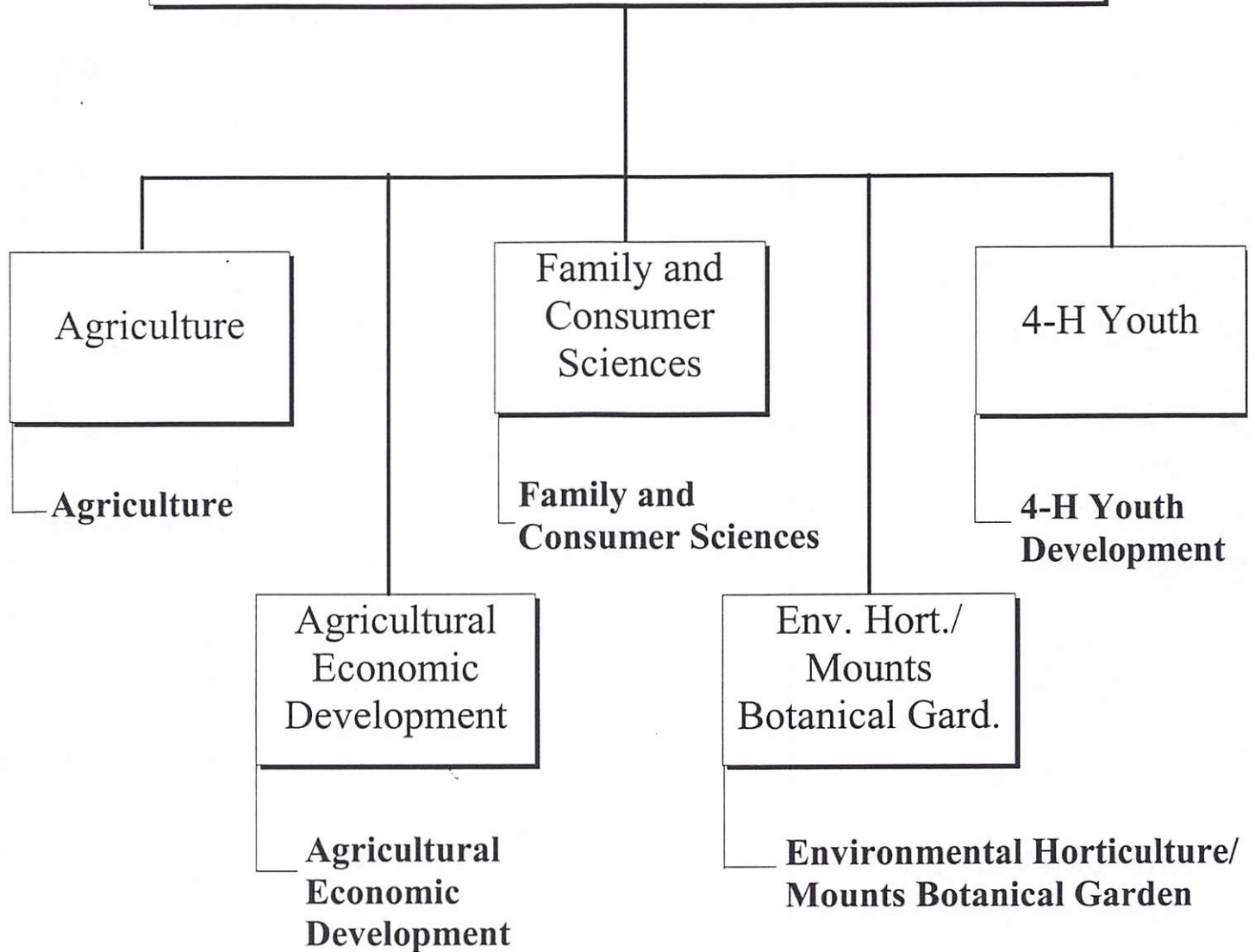
Increased Need for Services to Seniors: In 1999, 28.22% of the residents of Palm Beach County, or 296,113 persons, are expected to be sixty years of age or older. Demographic trends show clearly that the elderly population, particularly those over the age of eighty, will continue to increase substantially (Figure 3). The need for services increases with age. Funding available for many of the programs serving the elderly will not increase at the same rate

as the senior population. Alternative funding sources will be sought to respond to the needs of the elderly residents of Palm Beach County.

Figure 3



County Cooperative Extension Service



39 Positions

Mission

To deliver research based knowledge developed by the University of Florida in agriculture, human, and natural resources to agencies, organizations, and individuals to sustain and enhance the quality and economic aspects of human life.

Summary of Services/Facilities

Cooperative Extension Service, in partnership with the University of Florida and the Palm Beach County Board of County Commissioners, provides the conduit for delivering education and information to County residents in a unique nonduplicative manner.

The University of Florida serves as an up-to-date scientific research source. Access to the University provided by the Cooperative Extension Service resulted in clientele benefits through 502,914 direct contacts in FY 1996-97 and wide dissemination of information through the media. A diverse clientele from youth to senior adults was reached.

Individuals are served through classes, outreach into the community, and contact. Others are served through group instruction, demonstration projects, publications, computer programs, and the media. Services include individual consultations, group problem solving, and solution applications.

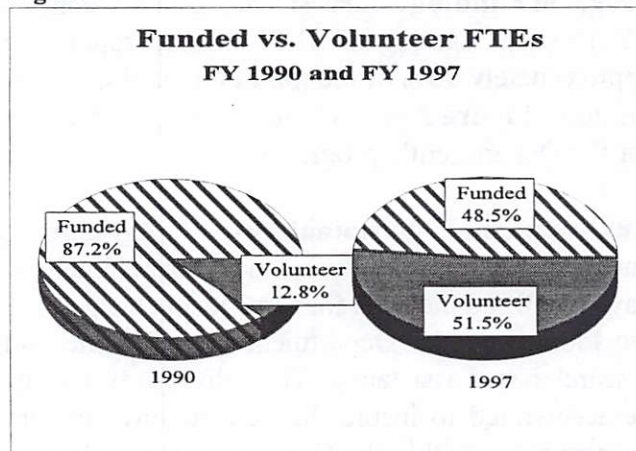
Access to these services is provided at West Palm Beach, Belle Glade, and Delray Beach sites. Delivery of services is through professional, support and volunteer staff.

Trends and Issues

Staffing Needs: Family, environmental and economic issues have become items of major importance to the general population served. Program resources have been redirected to provide solutions to the identified problems associated with these issues. The research and databases to address these issues are generally available, but the demand outpaces available human resources. Prioritization of these issues and allocation of resources are done through the input of established advisory committees. Volunteer utilization has increased program delivery since 1990 as shown in **Figure 1**.

Agricultural Economic Development: The County Commissioners have identified a need to provide assistance to stabilize, enhance, and diversify this \$2 billion County industry. Needs have been identified in regulatory, marketing, and agri-tourism. Steps are being taken to provide

Figure 1



solutions to problems and expand opportunities. It would be ideal to provide ongoing assistance through permanent staff; one professional, one secretary.

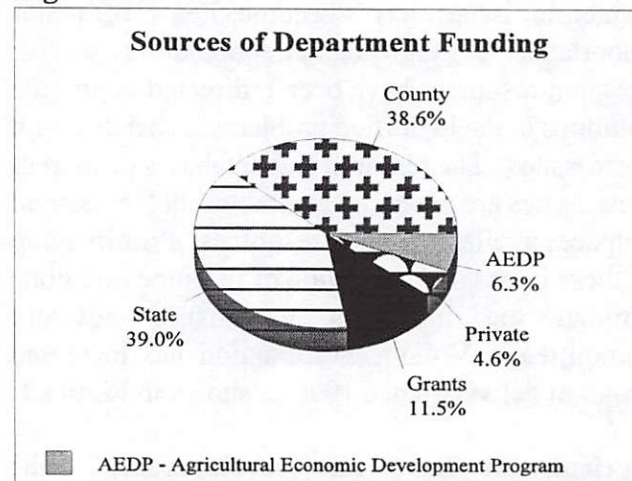
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$17,083	\$21,978	\$27,035	\$23,000
Other	29,667	59,667	64,616	60,439
TOTAL	\$46,750	\$81,645	\$91,651	\$83,439
APPROPRIATIONS				
Personal Services	\$1,202,559	\$1,403,038	\$1,344,020	\$1,477,010
Operating Expenses	396,933	484,244	429,260	517,265
Capital Outlay	94,533	54,874	54,808	11,800
Grants and Aids	68,490	68,200	71,700	70,900
TOTAL	\$1,762,515	\$2,010,356	\$1,899,788	\$2,076,975
STAFFING				
Positions	37	38	38	39
Full Time Equivalents (FTEs)	36.50	37.50	37.50	38.50

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Educational experiences/consultations	16,303	+6%	n/a	15,200	15,700
Contacts	502,914	+20%	n/a	360,000	420,000
Volunteer hours coordinated	42,300	+17%	n/a	38,000	40,000
Educational programs provided	3,554	+3%	n/a	2,600	3,250

Program Funding Sources: Palm Beach County's FY 1998-99 funding of \$1.96 million represents approximately 50% of the total budget of \$3.89 million. **Figure 2** presents the sources of funding for the Department's programs.

Environmental Sustainability: Agriculture, environmental horticulture, and marine interests have identified the need for significant changes and are looking to the Department for scientific and research based assistance. The delivery effort must be accelerated to insure the delicate environment encompassed within the County is protected while maintaining the agricultural, horticultural and marine industries that provide economic activity and employment.

Figure 2



Significant Changes From Prior Year**Family Nutrition and Financial Management:**

The Family and Consumer Science Program received \$168,846 in grant funds from the USDA to educate food stamp recipients in nutrition and resource management to maximize the use of food stamps. There are presently 76,000 food stamp recipients in the county and many more that are eligible. This is a collaborative effort with other community organizations. The money comes directly from the University of Florida and funds four positions. These positions are funded at the state level and are not included in the County complement.

Mounts Botanical Garden: As The Mounts Botanical Garden has moved forward with the master plan, progress has slowed due to an enlarged plan that would include 100 additional acres at a separate site. The Florida House and other projects have been put on hold awaiting a go/no go on this enlarged plan, such as land acquisition. Private funds will be sought for the project via a capital campaign and all aspects of both sites will be included. That could put the start of all construction off until October 2000. Some could start prior to that if any aspect can be accelerated. Additional funding is being requested to upgrade the maintenance and management of the present site.

The Florida Game and Fresh Water Fish Commission regional office was located. immediately north of the entrance to the Mounts Botanical Garden. They are seeking legislative funds to build new offices and have vacated this site. A bill in the 1998 Legislature has been introduced to return their property to Palm Beach County. It will then be used for the Mounts Botanical Garden front entrance project. It is anticipated that due to problems with the building, it will be demolished and the area landscaped to enhance the garden entrance.

Grant and Private Funding: Both have increased as a percentage of the budget.

Video Production: Within the last year, the video production capabilities of the Department have been greatly enhanced with the purchase of new digital equipment. The increase of the broadcast coordinator's salary by the state assisted in keeping the present employee and program continuity. These programs are for Channel 20 as well as training/education videos. Two thirty minute programs are produced monthly.

Definition of Program and Services

To provide timely, accurate and useful research-based information to the agricultural business industry regardless of size, ethnicity, or type of crop grown. Primary services include:

- ◆ provide crop production and agricultural safety information to clientele via educational programs, telephone, FAX, office visits, field consultations and newsletters;
- ◆ provide diagnostic and remedial recommendations for agricultural and horticultural problems;
- ◆ provide growers solutions for identified problems utilizing seminars, workshops and field days;
- ◆ maintain economic databases on crop production for use by clientele;
- ◆ teach pesticide and worker protection safety for 18 categories of pesticide applicators;
- ◆ function as the interface between the University of Florida and the clientele for the smooth transfer of current and updated information;
- ◆ provide marketing of local agricultural products by providing technical assistance to the Agricultural Economic Development Program; and
- ◆ provide a forum for new and environmentally sensitive production practices.

Program Objectives for FY 1999

1. Increase the number of licensed pesticide applicators utilizing Continuing Education Units (CEUs) in lieu of re-testing to renew licenses by 10%.
2. Increase the number of growers applying fertilizer Best Management Practices (BMP) by 8%.
3. Increase participation in demonstration trials and field days by agribusiness representatives by 5%.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
% increase in growers applying BMPs	8%	n/a	n/a	8%	8%
% increase of growers adopting new cultural practice	10%	n/a	n/a	10%	12%
Agricultural workers receiving safety training	2,081	n/a	n/a	1,250	1,930

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$233,860	\$328,190	\$303,892	\$343,467
Operating Expenses	55,417	62,378	62,484	68,948
Capital Outlay	11,091	33,862	33,800	-
Grants and Aids	68,490	68,200	71,700	70,900
TOTAL	\$368,858	\$492,630	\$471,876	\$483,315
STAFFING				
Positions	9	9	9	9
Full Time Equivalents (FTEs)	9.00	9.00	9.00	9.00

Summary of Key Funding/Service Issues

Land Use: Land is being taken out of production in the coastal area due to development. In the Everglades Agricultural Area (EAA), 40,000 acres are being lost due to the storm water treatment areas being developed. In the Ag Reserve, some acreage will start to be lost to development. The production per acre will continue to increase due to improved technology. However, it will take some time before production will be recovered due to the loss of this land and probably will never be fully regained. It is anticipated that approximately 2-3% of the 1995 acreage will be lost each year.

Impact of Import Markets: The full impact on local producers from the importation of produce into the U.S. is unknown. However, it is of such importance that attention must be given to it at the state and national level. The changes in 1996 with Mexico and tomato quotas did provide some relief. The face of agriculture in Palm Beach County could change significantly over the next five years if major changes aren't made to help local producers. The 1997-98 season saw prices improve for local

growers, which gives some reprieve.

Regulatory Issues: The regulatory environment surrounding the Everglades Agricultural Area is constantly changing. This environmentally sensitive area, and the farmers who farm its land, are under intense scrutiny. These farmers are highly regulated by many levels of government. They must provide chemical lists to local fire departments to comply with the Hazard Communication standard and pesticide safety training verification to the Environmental Protection Agency to comply with the Worker Protection Standard. There are many other agencies and regulations. These regulations change on a yearly, sometimes monthly basis. Ongoing efforts are being conducted to assist agriculturalists in coping with this regulatory environment. The state is asking for a position to be funded for Palm Beach County to do educational programming and assist agricultural producers in the area of regulations.

Definition of Program and Services

To increase the economic viability of Palm Beach County's agricultural and equine industries, and promote job creation and growth through interdisciplinary activities. Primary services include:

- ◆ increase the agricultural uses of land and other resources;
- ◆ develop and maintain producer directories;
- ◆ identify and develop new markets and products;
- ◆ develop identification and marketing programs for Palm Beach County products; and
- ◆ promote research on agricultural products.

Program Objectives for FY 1999

1. Recruit 1 established value-added entity to relocate or set up operations in Palm Beach County.
2. Assist 15 producers in identifying, reaching, and developing the best markets for their products, leading to local, state, regional, national, and international sales.
3. Provide technical marketing, and general business assistance to 20 producers.
4. Provide product development assistance to 8 entities.
5. Set in operation a proposed agricultural regulatory web.site inclusive of federal, state, county, and South Florida Water Management District regulations.
6. Create a Palm Beach County Agricultural logo promotion to assist producers in the marketing of their products.
7. Promote Palm Beach County, *the Agricultural County*.
8. Promote and aggressively advertize the Agricultural Economic Development Program to the general public.
9. Support and maintain assistance to established AEDP programs.
10. Research the feasibility of a food and fiber center.
11. Assist Cooperative Extension Agents in affiliated projects.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Product development assistance projects	1	n/a	n/a	8	8
Product marketing assistance projects	22	n/a	n/a	20	15
General business assistance projects	28	n/a	n/a	28	20

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$70,232	\$92,324	\$79,685	\$94,160
Operating Expenses	138,852	\$157,676	121,825	180,142
TOTAL	\$209,084	\$250,000	\$201,510	\$274,302
STAFFING				
Positions	2	2	2	2
Full Time Equivalents (FTEs)	2.00	2.00	2.00	2.00

Summary of Key Funding/Service Issues

Federal Programs: Pressure to reduce or eliminate federal support programs will continue to be a significant point in addressing capital expenditures and future crop selection.

Trade: New, proposed, and in-place open trade legislation will continue to play a vital role in Agriculture. Trade imbalance issues on locally produced agricultural products should be addressed. Support for export information and potential markets should continue.

Labor Issues: Agriculture and farm labor interest concerns on future labor availability, workers' compensation, safety, housing, and the impact of technology and mechanization need to be addressed.

Increased Industrialization: All growers are seeking greater efficiency and lower risks in providing the products requested by today's

consumers. An awareness of and openness to special contracts, joint ventures, new credit arrangements, and other innovative processes to business must be maintained.

Information System: The rapidly expanding quantity and quality of information dramatically improves decision making. The availability of this information and its application to pending issues is increasingly becoming indispensable. The guidance of this technology to information on available markets, regulations, and governmental issues is of major importance.

Environmental Concern: Citizens' and special interest groups' demands for environmental quality are making these issues a greater management concern for growers, processors, retailers, and all others involved in the food supply chain.

Definition of Program and Services

To provide citizens with access to research-based educational opportunities in cooperation with the University of Florida on a variety of subjects and available formats for learning, to empower the citizenry with knowledge to enhance self-sufficiency, thereby strengthening the family unit, the economy and the larger community. Based on a citizen assessment of critical concerns, major program emphasis includes the following:

- ◆ wellness: food, nutrition and health;
- ◆ housing: education for first time home buyers;
- ◆ family empowerment: building human potential within a supportive family unit; and
- ◆ family economic stability: creating greater self sufficiency.

Program Objectives for FY 1999

1. Increase number of programs offered by 2%.
2. Increase program participation by 2%.
3. Improve nutrition practices of 70% of program participants .
4. Improve financial management skills of 78% of program participants.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Programs offered	1,076	n/a	n/a	788	804
Program participation	115,480	n/a	n/a	95,027	96,928
Percent reporting improved nutrition	72%	n/a	n/a	68%	70%
Percent reporting improved \$ mgmt.	70%	n/a	n/a	78%	78%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$17,083	\$21,978	\$27,035	\$23,000
Other	745	500	469	500
TOTAL	\$17,828	\$22,478	\$27,504	\$23,500
APPROPRIATIONS				
Personal Services	\$379,920	\$394,940	\$405,447	\$426,407
Operating Expenses	121,651	134,182	130,519	124,313
Capital Outlay	71,289	11,508	11,508	11,800
TOTAL	\$572,860	\$540,630	\$547,474	\$562,520
STAFFING				
Positions	8	8	8	8
Full Time Equivalents (FTEs)	7.50	7.50	7.50	7.50

Summary of Key Funding/Service Issues

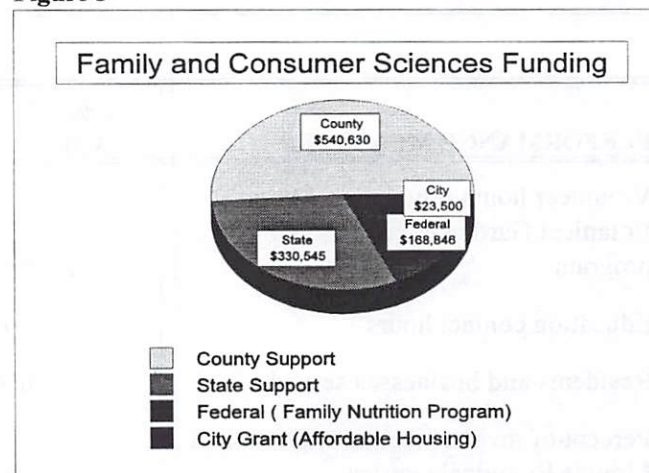
Proactive educational programs can assist people in coping in the following critical areas.

Educational Intervention: Family and Consumer Science programs provide educational intervention to assist families with strategies to gain greater self sufficiency, wiser use of economic resources, greater stability in family and personal relationships, better health, and improved lifestyle. Ongoing education is paramount in this transition. The educational programs of Family and Consumer Sciences is reflected in the Health and Human services element of the Palm Beach County Comprehensive Plan, Objective 5.1-Service Delivery System, Policy 5.1c.

Affordable Housing: West Palm Beach provides grant funding in the amount of \$23,500 to Family and Consumer Sciences for the educational initiative on affordable housing. Research indicates that limited income, first time home buyers participating in an educational program have a default rate of 3% compared to a default rate of 7% for moderate and upper income families. Through this educational effort, participants, after a four year period have shown a default rate of 0%.

Family Nutrition Program: Through a grant from the federal government (USDA) directly to the University of Florida, four positions (five fewer than the previous year) are currently funded to educate food stamp recipients and those eligible to receive food stamps to improve nutrition and food resources. These four grant funded positions are only available if the Cooperative Extension Service, Family and Consumer Sciences elects to participate.

Figure 3



Definition of Program and Services

To provide environmental horticulture and pest management training, expertise and information to individuals, businesses, organizations and agencies in Palm Beach.

The Mounts Botanical Garden complements the effort while enhancing tourist experiences. It is supported by a not-for-profit group, the Friends of the Mounts Botanical Garden, to reach over 50,000 visitors annually. Primary services include:

- ◆ educational programs and information are presented through workshops, seminars, consultations, electronic and print media and the Internet;
- ◆ volunteer programs include the Master Gardener Program which trains 60 volunteers annually, and the Mounts Tour Guide Program which trains 30 volunteers annually to supplement educational efforts;
- ◆ master Gardener volunteers assist residents and businesses while Tour Guide Program volunteers provide weekday and weekend tours of the Mounts Botanical Garden; and
- ◆ professional Landscape Management workshop series educates commercial landscape professional and is supplemented by five multi-housing unit field days and short-courses annually.

Program Objectives for FY 1999

1. Expand Master Gardener, Tour Guide and other volunteer hours by 5% in the Mounts Botanical Garden and other educational programs.
2. Increase the number of residents and businesses served through educational programs by 5%.
3. Increase program participant adoption of at least two Environmental Landscape Management (ELM) or Integrated Pest Management (IPM) practices by 5%.
4. Increase private support of the Mounts Botanical Garden by 85%.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Volunteer hours returned to Mounts Botanical Garden & educational program	13,000	n/a	n/a	16,800	17,640
Education contact hours	16,151	n/a	n/a	16,958	17,806
Residents and businesses served	n/a	n/a	n/a	130,000	136,500
Percent of revenue increase, Friends of Mounts Botanical Garden	6%	+16%	n/a	10.2%	85%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$28,922	\$59,167	\$64,147	\$59,939
TOTAL	\$28,922	\$59,167	\$64,147	\$59,939
APPROPRIATIONS				
Personal Services	\$454,086	\$509,221	\$478,930	\$530,991
Operating Expenses	54,928	91,863	82,036	106,407
Capital Outlay	12,153	9,504	9,500	-
TOTAL	\$521,167	\$610,588	\$570,466	\$637,398
STAFFING				
Positions	14	13	14	14
Full Time Equivalents (FTEs)	14.00	13.00	13.00	14.00

Summary of Key Funding/Service Issues

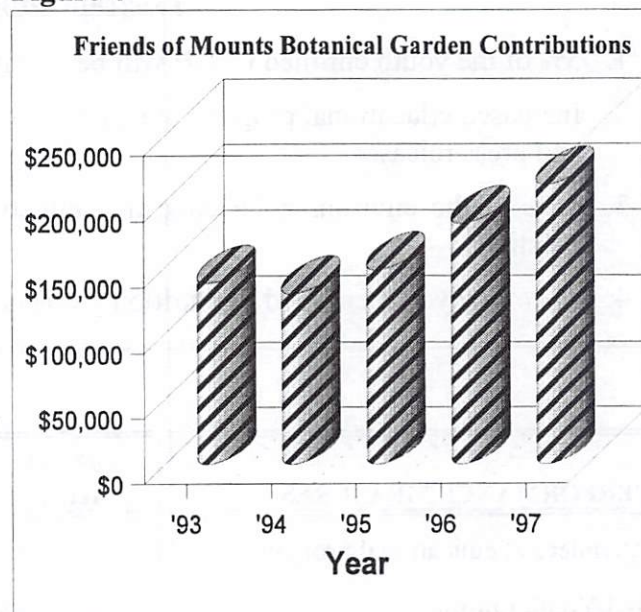
Master Gardener, Tour Guide and Other Volunteer Services: Expansion of the Master Gardener and Tour Guide Training Programs will result in an increase of volunteer hours contributed to the Department and citizens of Palm Beach County.

Educational Programs: Expansion of horticultural and pest management programs will result in an increase in the number of residents and businesses served.

Environmental Landscape Management (ELM) and Integrated Pest Management (IPM): Expansion of ELM and IPM programs will result in greater practice adoption by participating businesses and organizations.

Mounts Botanical Garden: The Friends of the Garden are expanding their efforts to include an additional site of 100 acres. They anticipate generating all development dollars from private sources. Their continued financial growth is seen in Figure 4.

Figure 4



Definition of Program and Services

To provide youth educational opportunities that encourage responsible decision making, prosocial skills, and participation in communities. The 4-H program encourages and supports adult volunteers so that they may serve as positive role models for youth. This is achieved through the following educational opportunities:

- ◆ adult volunteer recruitment and development;
- ◆ youth leadership development;
- ◆ coordination and cooperation with community organizations enhancing youth opportunities;
- ◆ provide supplemental hands on curriculum to public and private schools for enhancement of youth life skills; and
- ◆ educational opportunities focused on environmental responsibility and action.

Program Objectives for FY 1999

1. 5% of the youth enrolled in 4-H will be involved in community service projects.
2. Increased educational program attendance by 15% through the distribution of newsletters, flyers, and press releases.
3. 15% of the environmental education clients will adopt one new environmentally responsible practice.
4. 5% of the youth enrolled in nutrition projects will adopt one new practice.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Attendees at educational programs	40,411	n/a	n/a	13,000	40,000
4-H Youth Enrollees	23,148	n/a	n/a	24,000	17,000
Volunteer hours	25,924	n/a	16,810	8,000	27,000
% youth in service projects	n/a	n/a	n/a	n/a	5%
% adopting environmental changes	20%	n/a	n/a	15%	15%
% adopting a new nutrition practice	n/a	n/a	n/a	n/a	5%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$64,461	\$78,363	\$76,066	\$81,985
Operating Expenses	26,085	38,145	32,396	37,455
TOTAL	\$90,546	\$116,508	\$108,462	\$119,440
STAFFING				
Positions	4	4	4	4
Full Time Equivalents (FTEs)	4.00	4.00	4.00	4.00

Summary of Key Funding/Service Issues

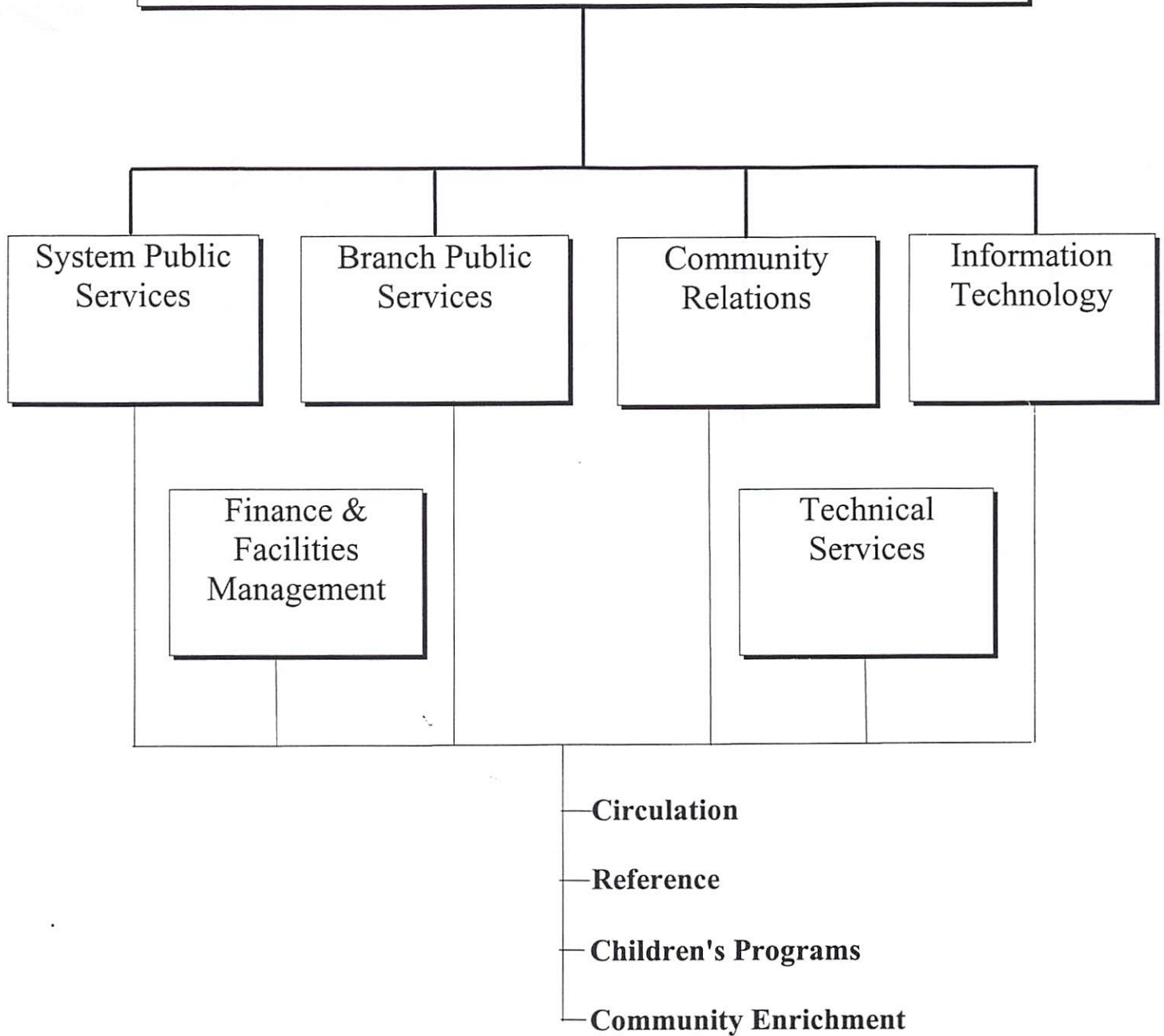
Positive Opportunities for Youth Population:

Unsupervised youth during the non-school hours have been a concern for educators and policy makers for many years. Research shows that youth decide how they will occupy at least 40% of the hours they are not in school. This discretionary time harbors both risk and opportunities for youth. Opportunities for conflict resolution, life skill development, social interaction, and the pursuit of interests can be offered during the non-school hours. Adequate staff resources are necessary to offer positive opportunities to youth during the non-school hours. Programs are needed to prevent youth from becoming involved with negative influences such as truancy, gangs, crime, and violence.

4-H is a proven program having a positive impact on youth. It works very well in the urban areas, although is traditionally seen as a rural program. Four-H in Palm Beach County will be better able to meet the youth needs during the non school hours because of private monies received and an increase in County resources to hire two staff. These staff will teach responsibility and leadership to youth through environmental education. The 4-H youth will explore career opportunities, leadership skills, and a responsibility to their environment and their communities through volunteerism.



County Library



326 Positions

Company Report

Report of the Company for the year ending 31st December 1999

Particulars	1999	1998
Revenue	100.0	95.0
Cost of Sales	(40.0)	(38.0)
Gross Profit	60.0	57.0
Operating Expenses	(20.0)	(19.0)
Operating Profit	40.0	38.0
Finance Income	5.0	4.0
Finance Costs	(2.0)	(2.0)
Profit Before Tax	43.0	40.0
Income Tax	(10.0)	(9.0)
Profit After Tax	33.0	31.0

Revenue

Operating Profit

Profit Before Tax

Profit After Tax

Dividend per Share

Dividend per Share

Company Secretary

Mission

To continually improve service to the public by:

- ▶ providing the public with free access to library materials in a variety of formats;
- ▶ helping people of all ages find information which meets their diverse personal, educational and professional needs;
- ▶ encouraging children, the future leaders of the community, to develop a love of reading, learning and libraries;
- ▶ promoting community enrichment, economic vitality, and individual achievement through reading and lifelong learning.

Summary of Services/Facilities

The Library is funded by and primarily serves an area the approximate size of Delaware with a 1998 population of 657,024. Library service is provided through the Main Library, two regional libraries, eleven neighborhood branches, a bookmobile, and a logistical support center. The Library provides access to 1,000,000+ items and provides expanding access to electronic information. Further access to

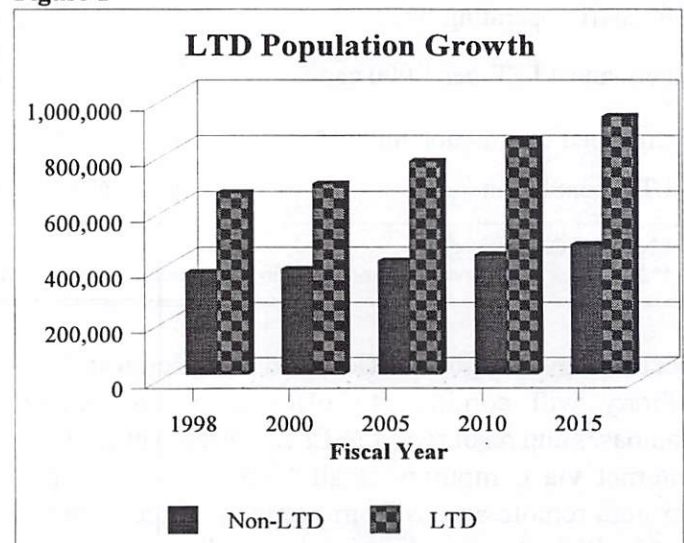
both hard copy and electronic information is provided by participation in regional, state, and national networks which allow reciprocal access to resources of all member libraries. Services range from literacy tutoring to information support for small businesses, and from toddler story times to deposit collections in senior centers.

Trends and Issues

Population Growth: While population growth in the County as a whole has slowed, the population of the Library Taxing District (LTD) is expected to increase by nearly 300,000 (44%) by 2015. The population in areas outside the LTD will grow by approximately 82,400 (22%) during the same period. LTD population growth impacts all aspects of service. See **Figure 1**.

Customer Satisfaction: Surveys reveal ongoing demand for longer service hours, larger reading/study space, additional parking spaces, and, more books, videos, CDs, and books on tape.

Figure 1



FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$15,216,873	\$16,756,365	\$16,086,111	\$18,469,298
Grants	1,608,859	1,590,600	1,755,823	1,702,889
Fines & Forfeitures	260,434	241,500	296,638	311,470
Other	2,363,436	1,261,389	2,851,603	1,120,667
Interfund Transfers	-	-	35,663	-
TOTAL	\$19,449,602	\$19,849,854	\$21,025,838	\$21,604,324
APPROPRIATIONS				
Personal Services	\$10,494,317	\$11,243,832	\$11,120,102	\$11,771,847
Operating Expenses	5,256,248	5,909,250	6,008,900	6,214,900
Capital Outlay	2,178,072	2,380,602	2,558,790	2,546,690
Non-Operating	267,393	316,170	479,736	1,070,887
TOTAL	\$18,196,030	\$19,849,854	\$20,167,528	\$21,604,324
STAFFING				
Positions	317	317	323	326
Full Time Equivalents (FTEs)	303.75	303.75	306.75	309.75

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison*	1997-98 Budget	1998-99 Target
Millage rate	0.4867	+20%	n/a	0.4997	0.5246
Expenditure per capita-opr. fund	\$28.08	+30%	\$26.19	\$29.99	\$30.47
Percentage of expenditure for materials - operating fund	19%	+1%	15%	20%	20%
Percentage of expenditure for staff - operating fund	58%	-1%	52%	57%	57%
Permanent FTE per 1,000 capita	0.47	+22%	0.49	0.46	0.46
Customer satisfaction index**	78%	n/a	75%	76%	76%
LTD population	639,883	+10%	n/a	658,591	673,982
* National Comparison					
** Measures % of survey respondents who are "extremely or very satisfied" with their library services					

Technology Opportunities and Challenges: The Library will continue to offer access to online databases and resources, to SEFLIN Free-Net, and the Internet via computers at all library locations and through remote access from home or office. Library staff will instruct and assist the public in using all types of information technology. Discounts under the

Universal Service Program are being pursued to defray the cost of increasing telecommunication needs.

Square Feet Per Capita: The addition of 8,000 square feet at the West Boynton Branch Library and 10,000 additional square feet of space (addressed under **Library Annex Relocation**) will allow the

PBCLS to maintain .34 square feet per capita. No progress will be realized toward reaching the National Standard of .60 square feet per capita. See **Figure 2**.

Figure 2

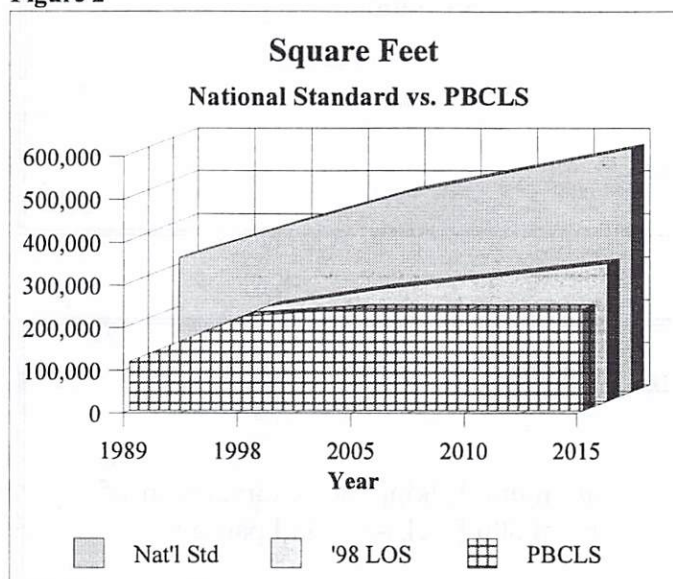
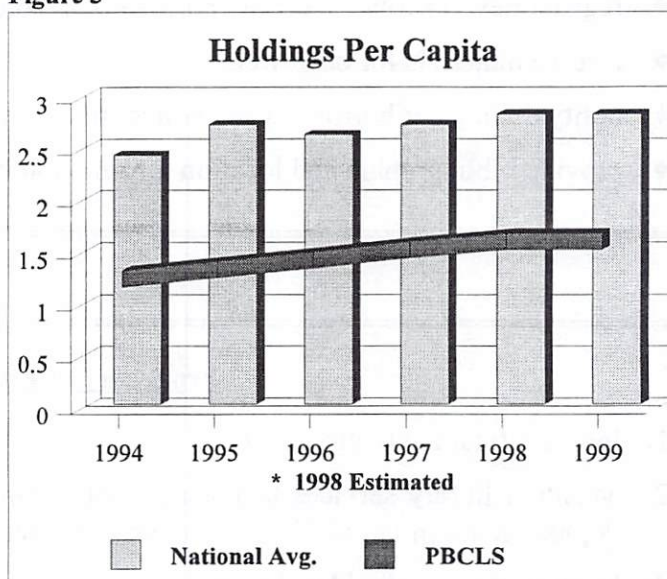


Figure 3



Significant Changes from Prior Year

Public Service Hours: Public service hours will increase from 738 to 743 per week. Three locations will add one Sunday hour and one location will add two evening hours.

Library Annex Relocation: Annex operations will be relocated late in the fiscal year. The proposed facility will provide additional book storage space to maintain holdings per capita and support increased performance in Literacy and Talking Books services during subsequent years.

Books and Other Library Materials: The rate of increase for funding declines from the previous year due to the lack of space in library facilities. Proposed funding supports no increase in holdings per capita.

Equipment: Replacement and new equipment will support adult and children's programming; shelve books, CDs, and videos; provide study tables; replace obsolete terminals and PCs; and furnish automation equipment compatible with new technology.

Definition of Program and Services

To provide free access to all library holdings in a variety of formats. Circulation is the loaning and retrieval of library holdings. These holdings include print material and audio/visual formats. Primary services include:

- ◆ provide the type and quantity of materials that meet public expectations;
- ◆ register new borrowers, update borrowers' records, and offer voter registration;
- ◆ reserve materials for borrowers;
- ◆ notify delinquent borrowers and collect fines; and
- ◆ provide bibliographic and location information on-line.

Program Objectives for FY 1999

1. Increase total circulation by 7%.
2. Maintain library services to underserved groups with a minimum Talking Book circulation of 90,000, a minimum of 23 bookmobile stops, and a minimum of 800 Books-by-Mail patrons.
3. Increase total cardholders by 3%.
4. Maintain the collection at 1.65 holdings per capita, the current projected level of service.
5. Continue to implement laser technology and innovative processing to improve the efficiency of the growing circulation function.

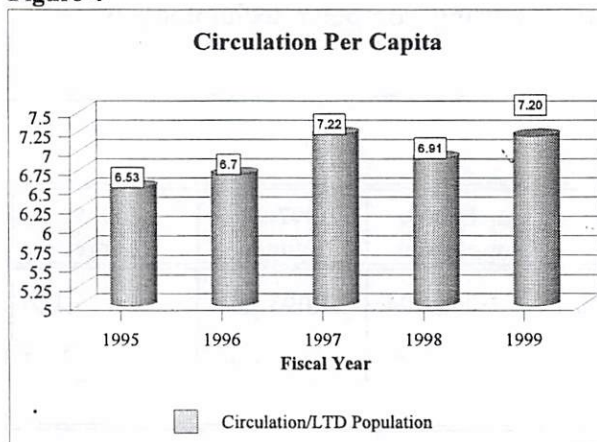
PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Circulation	4,620,560	+31%	5,319,830	4,553,630	4,854,360
Circulations per capita	7.22	+20%	7.9	6.91	7.20
Cardholders	420,218	+31%	376,138	434,760	447,803
Cardholders as % of the population	66%	+20%	57%	66%	66%
Holdings	1,009,377	n/a	1,883,394	1,048,718	1,112,070
Holdings per capita	1.57	n/a	2.80	1.59	1.65

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$8,825,786	\$9,617,262	\$9,132,396	\$10,581,375
Grants	933,138	922,548	1,018,377	987,676
Fines & Forfeitures	260,434	241,500	296,638	311,470
Other	1,370,793	731,606	1,653,930	649,987
Interfund Transfers	-	-	20,685	-
TOTAL	\$11,390,151	\$11,512,916	\$12,122,026	\$12,530,508
APPROPRIATIONS				
Personal Services	\$6,086,704	\$6,521,423	\$6,449,659	\$6,827,671
Operating Expenses	3,048,624	3,427,365	3,485,162	3,604,642
Capital Outlay	1,263,281	1,380,749	1,484,098	1,477,080
Non-Operating	155,088	183,379	278,247	621,115
TOTAL	\$10,553,697	\$11,512,916	\$11,697,166	\$12,530,508
STAFFING				
Full Time Equivalents (FTEs)	176.17	176.17	177.91	179.64

Summary of Key Funding/Service Issues

Circulation per Capita: The goal is to increase circulation by 7% to reach 7.20 circulations per capita in FY 1998-99, as shown in **Figure 4**.

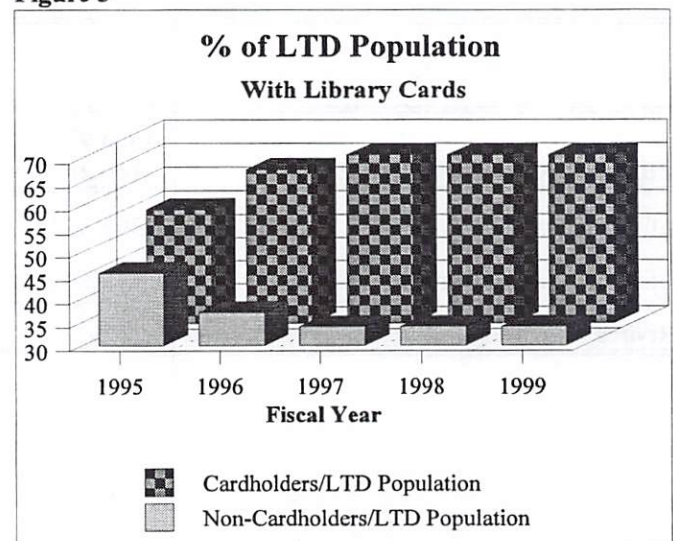
Figure 4



The budget supports circulation at 91% of the national average, while holdings will be 59%, reflecting a higher circulation per item compared to the national average.

Cardholders as Percentage of LTD population: 66% of LTD residents have library cards, exceeding the national average by nine percentage points. See **Figure 5**.

Figure 5



Definition of Program and Services

To provide timely, accurate, and useful information to people of all ages in their pursuit of job-related, educational, and personal interests. Primary services include:

- ◆ answer information inquiries from on-site, telephone, and TDD users;
- ◆ provide assistance in research by recommending and explaining information sources and strategies;
- ◆ instruct in the use of electronic database information resources;
- ◆ provide referrals for information and requested materials located in other agencies or libraries throughout the nation and the world;
- ◆ develop collection materials and resource guides for a wide variety of subjects and interests;
- ◆ create an economic development resource collection containing both print and electronic database material; and
- ◆ strengthen local government by providing information and document delivery for policy formulation and program management.

Program Objectives for FY 1999

1. Increase reference transactions by 2%.
2. Increase research and online information delivery services to county, municipal, and regional government clients by 2%.
3. Continue access to reference materials and magazine articles using computer technology by maintaining current funding for these materials.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Reference transactions	1,305,523*	+25%	1,068,494	1,093,261	1,115,126
Reference transactions per capita	2.04*	+14%	1.60	1.66	1.65

* Revised reference statistics reporting system began April 1997.

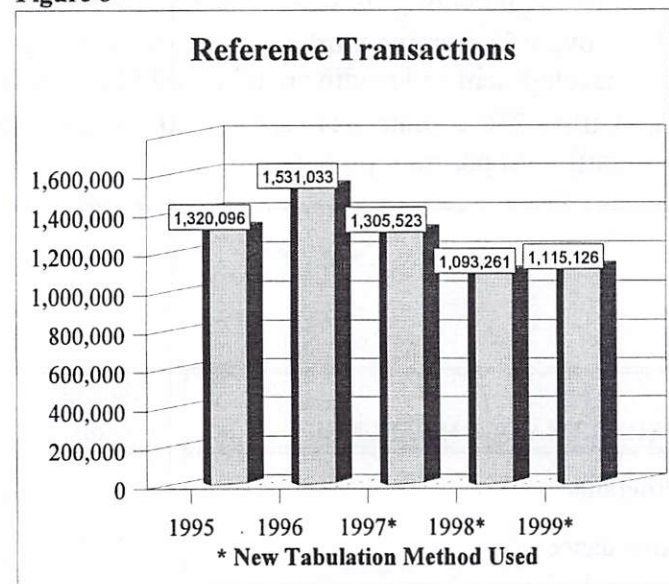
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$4,412,893	\$5,099,359	\$4,801,374	\$5,446,422
Grants	466,569	477,180	509,189	493,838
Other	685,397	378,417	826,965	324,994
Interfund Transfers	-	-	10,342	-
TOTAL	\$5,564,859	\$5,954,956	\$6,147,870	\$6,265,254
APPROPRIATIONS				
Personal Services	\$3,043,352	\$3,373,150	\$3,224,830	\$3,413,836
Operating Expenses	1,524,312	1,772,775	1,742,581	1,802,321
Capital Outlay	631,641	714,181	742,049	738,540
Non-Operating	77,544	94,850	139,123	310,557
TOTAL	\$5,276,849	\$5,954,956	\$5,848,583	\$6,265,254
STAFFING				
Full Time Equivalents (FTEs)	88.09	91.13	88.96	89.84

Summary of Key Funding/Service Issues

Enhancements of Service to Meet Customer Needs: The number of reference transactions will increase 2% due to the addition of five public service hours at the Main and two Regional Libraries and to extended reference service hours at the West Boynton Branch. See **Figure 6**.

To maintain quality of reference services, workshops and staff development opportunities will be provided to Reference Staff.

Figure 6



Definition of Program and Services

To encourage a love of reading, learning, and libraries. Primary services include:

- ◆ present story times and other children's programs to develop reading, listening, viewing and thinking skills;
- ◆ offer workshops for adults regarding the use of library and reading readiness resources with children;
- ◆ provide outreach programs to child care facility children and staff;
- ◆ sponsor a summer reading program; and,
- ◆ introduce school groups to the Library and its resources.

Program Objectives for FY 1999

1. Maintain attendance at 26 children per program, and provide children's programming to 25% of the population.
2. Create new library story hours to be televised on Channel 20 with a potential of reaching more than 350,000 households.
3. Provide parenting education workshops at eight locations.
4. Provide 18 training workshops for child care-givers in order to foster young children's language development and reading readiness skills, in addition to story times for 8,000 children at daycare facilities.
5. Utilize 250 volunteers to assist 8,000 children registering for the Summer Reading Program and to assist staff with program preparation.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Programs	6,432	+38%	n/a	5,564	6,440
Attendance	167,375	+53%	122,264	140,152	167,440
Attendance as % of population	26%	+37%	18%	21%	25%

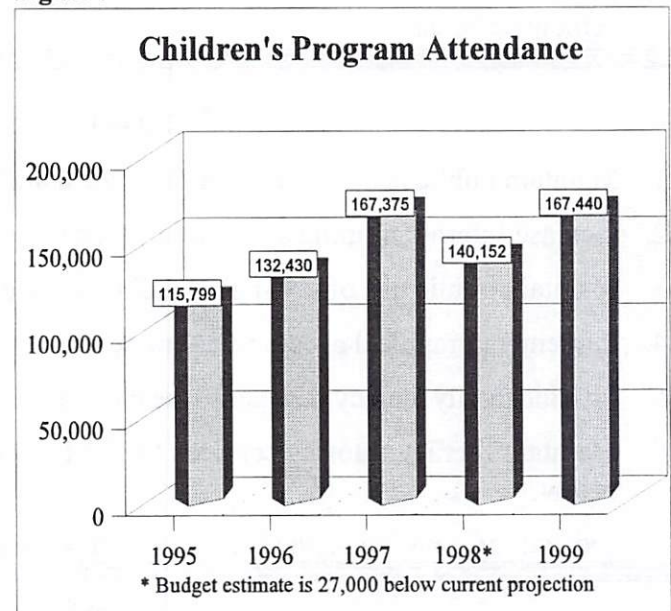
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$1,217,350	\$1,359,829	\$1,324,517	\$1,502,462
Grants	128,709	127,248	140,466	136,231
Other	189,075	100,911	228,128	89,653
Interfund Transfers	-	-	2,853	-
TOTAL	\$1,535,134	\$1,587,988	\$1,695,964	\$1,728,346
APPROPRIATIONS				
Personal Services	\$839,545	\$899,506	\$889,608	\$941,748
Operating Expenses	420,500	472,740	480,712	497,192
Capital Outlay	174,246	190,448	204,703	203,735
Non-Operating	21,391	25,294	38,379	85,671
TOTAL	\$1,455,682	\$1,587,988	\$1,613,402	\$1,728,346
STAFFING				
Full Time Equivalents (FTEs)	24.30	24.30	24.54	24.77

Summary of Key Funding/Service Issues

Enhancement of Youth Services: Parenting education workshops will continue to be scheduled at eight Library locations. The Youth Services Section of the Library's web page, available at www.seflin.org/pbcls/youth.html, will maintain a parenting corner, calendar of children's events, children's book lists, guide to Internet safety, and young writer's corner to display books written by children in the Library's Young Authors' workshops.

Storytimes: In order to ensure the quality of each child's experience, average attendance for storytime will be maintained at 26 children per program. While attendance per capita will exceed the national average, it will decline from the 1997 level. See Figure 7.

Figure 7



Definition of Program and Services

To provide public access to electronic information and resources, promote economic vitality, individual achievement through reading and lifelong learning, and support participation in the creation of a database of local community information. Primary services include:

- ◆ provide remote access from home or office to the online catalog and other databases via computer and modem;
- ◆ provide access to SEFLIN FreeNet and the Internet via computer and modem;
- ◆ provide access to the Library's web site where patrons will find information about Library services and resources and links to selected useful sites on the Internet;
- ◆ provide literacy tutoring to adult nonreaders;
- ◆ provide reading-readiness and development resources and instruction to promote family literacy;
- ◆ provide business development and job search information through tours of resources, job fairs, speaking engagements, and one-on-one help for individuals and small businesses;
- ◆ provide a database of organizations in Palm Beach County and provide online access to this information; and
- ◆ provide equal access to the information highway through in library computer use, instruction and demonstrations;

Program Objectives for FY 1999

1. Maintain public access to databases of local and international information at 14 library facilities.
2. Increase Internet training and demonstration sessions for the public by 20%.
3. Maintain public use of text-based online services available from home or office.
4. Implement graphical access to online services.
5. Provide family literacy services to the mothers of newborns and to 200 families from diverse cultures.
6. Maintain literacy tutoring services to 170 English-speaking adults who read at fifth grade level or below.
7. Expand information services to the business community by 2%.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Remote Access text based	58,867	n/a	n/a	29,132	29,132
Graphical Access	n/a	n/a	n/a	n/a	10,000
Adult Literacy tutor/student teams	165	-2%	n/a	170	170
Internet training attendance	2,100	n/a	n/a	2,450	3,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$760,844	\$679,915	\$827,824	\$939,039
Grants	80,443	63,624	87,791	85,144
Other	118,171	50,455	142,580	56,033
Interfund Transfers	-	-	1,783	-
TOTAL	\$959,458	\$793,994	\$1,059,978	\$1,080,216
APPROPRIATIONS				
Personal Services	\$524,716	\$449,753	\$556,005	\$588,592
Operating Expenses	262,812	236,370	300,445	310,745
Capital Outlay	108,904	95,224	127,940	127,335
Non-Operating	13,370	12,647	23,987	53,544
TOTAL	\$909,802	\$793,994	\$1,008,377	\$1,080,216
STAFFING				
Full Time Equivalents (FTEs)	15.19	12.15	15.34	15.50

Summary of Key Funding/Service Issues

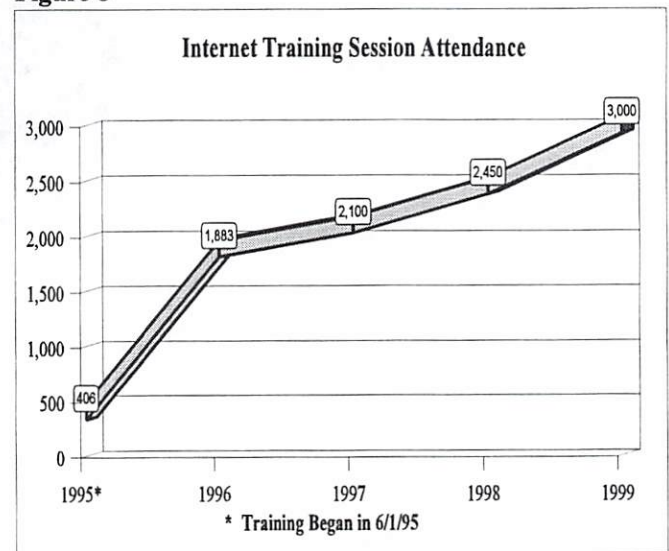
Internet Training: Training will be expanded from three to four locations. Advanced training will be expanded to include complex searching techniques and comparison of search engines. See **Figure 8**.

Remote Access: This service will be supplemented with the addition of graphical access to the catalog, while the current text-based dial-up and telnet access will still be maintained. The graphical catalog will be available to both in-house and remote users on computers equipped with a web browser and an Internet connection.

Literacy: The relocation of the Library Annex provides office space needed to expand the use of literacy volunteers, resulting in an increase of literacy tutor/student teams.

Web Site: In 1997, the Library's Website (www.seflin.org/pbcls) was developed as a gateway to the world of electronic information. Users access the Library's catalog, other databases, and links to

Figure 8



many useful Internet sites while in the library or from their home or office through the Library's Website which is visited more than 2,000 times each month.



Employee Relations & Personnel

— **Employee Relations**

— **Personnel**

36 Positions

Employee Records

Form 1041

Page 1 of 1

10/1/10

Mission

To establish and maintain policies, programs, and procedures enabling departments to meet service delivery responsibilities, to value and effectively manage their human resources, and to comply with new and existing legal requirements.

Summary of Services/Facilities

The Department is responsible for assisting and guiding the supervisory and managerial staff of County departments in the management of human resources. Primary services involve: filling vacancies, maintaining permanent employee records, maintaining and improving effective employee/supervisor relationships, improving productivity through training and development programs, enhancing and valuing diversity through

Equal Employment Opportunities and Affirmative Action, and promoting job satisfaction in the interests of an efficient County government.

Employee Relations and Personnel (ER&P) is comprised of five sections: Recruitment and Selection, Records and Information Systems, Classification and Pay, Employee Relations, and Diversity and Development.

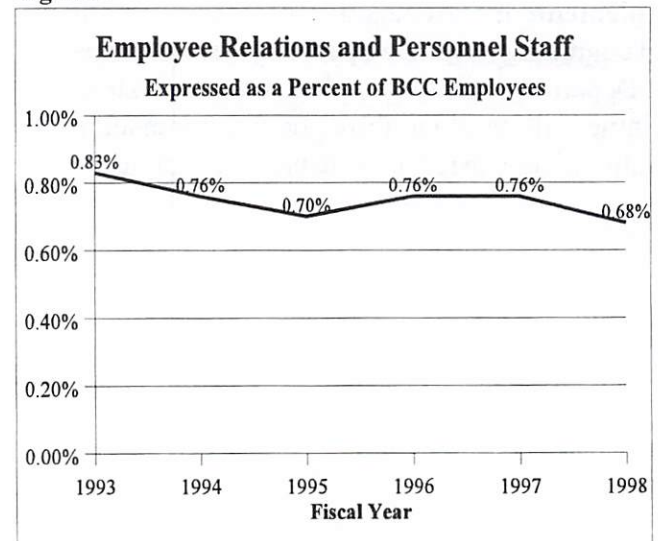
Trends and Issues

Tuition Refund Program: The cost of college tuition has been increasing every year, however the maximum amount of reimbursement per employee is \$1,000 per year. Employees have expressed concern over this issue and, if an increase is approved by the Board, it will be the second increase in two years.

Employee Development Program Seeking Input from Departments: Employee Development staff will conduct a first-time ever countywide training needs assessment.

Figure 1 shows that the ratio of ER&P staff to total BCC employees. FY 1997-98 includes services for Palm Tran staff.

Figure 1



FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$913	-	-	-
TOTAL	\$913	-	-	-
APPROPRIATIONS				
Personal Services	\$1,673,593	\$1,781,245	\$1,703,662	\$1,826,200
Operating Expenses	348,276	394,449	393,242	412,240
Capital Outlay	24,509	33,720	32,582	7,600
TOTAL	\$2,046,378	\$2,209,414	\$2,129,486	\$2,246,040
STAFFING				
Positions	36	36	36	36
Full Time Equivalents (FTEs)	35.25	35.25	35.25	35.25

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Ratio of staff to total BCC complement	1:132	1:135	1:100	1:146	1:140

Significant Changes From Prior Year

Human Resource In-Power Applications Implemented: Acquisition of newer computers and upgrading to Win95 operating systems prepares the Department for this implementation. Extensive training will continue throughout the transition of automated human resource management applications.

Assistance to Palm Tran Increasing: Involvement in Palm Tran issues, policies, and procedures continues to increase.

Definition of Program and Services

To provide departments with guidance and systematic methods to improve employee performance or behavior, promote cooperative relations between management and employees, ensure collective bargaining obligations are met, and represent County management on EEO issues/complaints/charges. Primary services include:

- ◆ ensure equitable treatment of employees by advising and monitoring disciplinary actions, grievances, appeals and arbitrations; assist departments in solving problems related to performance, discipline and union issues; improve employee performance by training in adequate performance documentation;
- ◆ provide workshops to improve employee skills and provide career counseling for individual employees; manage the Tuition Refund Program; recognize employee's longevity through a service awards program;
- ◆ coordinate management/employee Equal Employment Opportunity/Affirmative Action training for all County staff annually to achieve compliance with local, federal, and state regulations;
- ◆ resolve internal discrimination complaints through investigation, mediation, and recommendation for remedial action; monitor the selection process to ensure consistency/compliance with the Uniform Guidelines on Employee Selection Procedures, and maintain statistics for affirmative action planning; and
- ◆ prepare the County's Affirmative Action Plan; provide assistance to employees who are unable to perform their assigned duties due to illness, injury, or disability, in accordance with County policy.

Program Objectives for FY 1999

1. Conduct countywide needs assessment for planning for training programs.
2. Design a disability employment program containing components for training, accommodation, accessibility and career redirection.
3. Increase to at least 10 the number of employees placed in alternate positions due to ADA defined disabilities.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend*	Benchmark Comparison	1997-98 Budget	1998-99 Target
Disciplinary actions/appeals	555/61	575/na	n/a	500/60	500/60
Training sessions/attendance	154/2,597	195/2,395	n/a	140/2,300	140/2,300
Avg. cost, per employee trained	\$26.14	n/a	n/a	\$26.38	\$26.50
EEO investigations/federal-state charges	25/18	na/14	n/a	48/6	50/10
Targeted positions monitored/ protected group gains	268/60	197/45	n/a	325/90	325/100
* Average					

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$619,230	\$654,405	\$630,354	\$671,376
Operating Expenses	156,630	249,627	199,090	227,367
Capital Outlay	7,353	11,150	13,332	2,200
TOTAL	\$783,213	\$915,182	\$842,776	\$900,943
STAFFING				
Positions	11	11	11	11
Full Time Equivalents (FTEs)	10.75	10.75	10.75	10.75

Summary of Key Funding/Service Issues

Training Cost May Increase: Following the training needs analysis, this cost may increase as new classes are developed and the program possibly expanded.

Drug Testing Program Effective: Fewer positive tests have resulted for the second year in a row. October 1997 also began the testing of all new hires prior to employment, which has proven to be an effective policy. The contracts for drug testing collection and medical review officer will need to be renegotiated to continue this program. Costs are expected to increase slightly.

Definition of Program and Services

Personnel functions are performed by the Recruitment & Selection Section, the Classification & Pay Section, and the Records & Information Systems Section. These sections are responsible for the hiring, pay treatment, and permanent record keeping operations for the departments of the Board of County Commissioners. Primary services include:

- ◆ evaluate applications and refer qualified candidates to a departmental hiring authority; respond to complaints/inquiries about the applicant selection process;
- ◆ conduct new employee orientation (County rules, regulations and conditions of employment);
- ◆ provide recommendations regarding requests for reclassifications/upgrades; review, revise, and draft job descriptions; complete salary and benefit questionnaires for other organizations; revise/publish/distribute the County's annual Pay Plan; administer the County's optional benefit programs;
- ◆ manage position control for budgeted and authorized positions and process personnel actions for payroll/employee data changes; verify/provide employment and wage information; maintain custody of official personnel files; and
- ◆ administer local area network, database update, and the interface with the mainframe Human Resources Management Systems.; produce/distribute ad hoc and data reports.

Program Objectives for FY 1999

1. Reduce the number of days to generate a referral list from 29 to 28.
2. Purchase software to replace the written examinations currently administered.
3. Develop procedures for DROP (Deferred Retirement Option Program).

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend*	Benchmark Comparison	1997-98 Budget	1998-99 Target
Applications received/rated	13,679/ 13,116	15,074/ 13,289	n/a	30,500/ 25,670	17,420/ 13,650
Avg. days to generate a referral list	24.85	n/a	n/a	29.0	28.0
Testing frequency	2/wk	n/a	n/a	2-5/wk	2-5/wk
Reclasses & upgrades approved/denied	195/11	215	n/a	225/10	225/10
Personnel actions	5,943	6,377	n/a	6,700	5,943
Hires/terminations	783/859	631/621	n/a	735/630	685/599
* Average					

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$913	-	-	-
TOTAL	\$913	-	-	-
APPROPRIATIONS				
Personal Services	\$1,054,363	\$1,126,840	\$1,073,308	\$1,154,824
Operating Expenses	191,646	144,822	194,152	184,873
Capital Outlay	17,156	22,570	19,250	5,400
TOTAL	\$1,263,165	\$1,294,232	\$1,286,710	\$1,345,097
STAFFING				
Positions	25	25	25	25
Full Time Equivalents (FTEs)	24.50	24.50	24.50	24.50

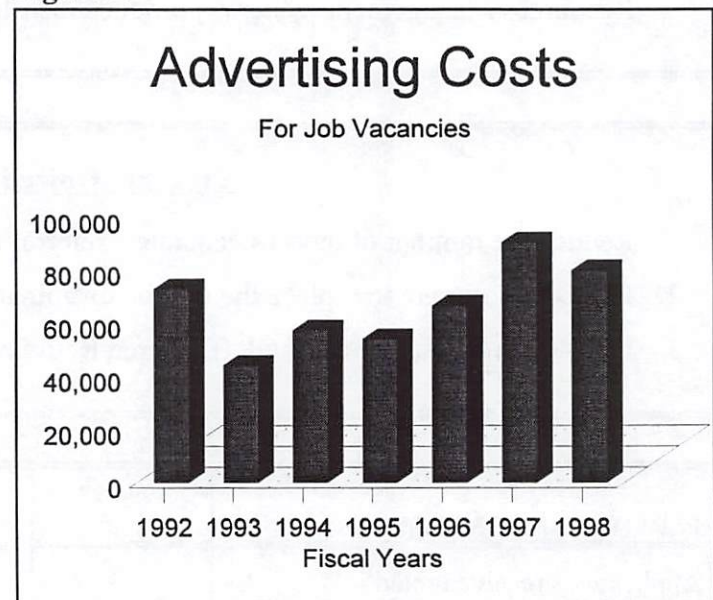
Summary of Key Funding/Service Issues

One-Session Clerical Testing Performed on Computers: The Department now has 486 computers with Windows 3.11 operating systems. This equipment allows the use of software to replace current written examinations. During FY 97-98, applicants took the skills portion of the tests in the morning and had to return in the afternoon for the written portion. Now they may complete all parts of the testing process at one time.

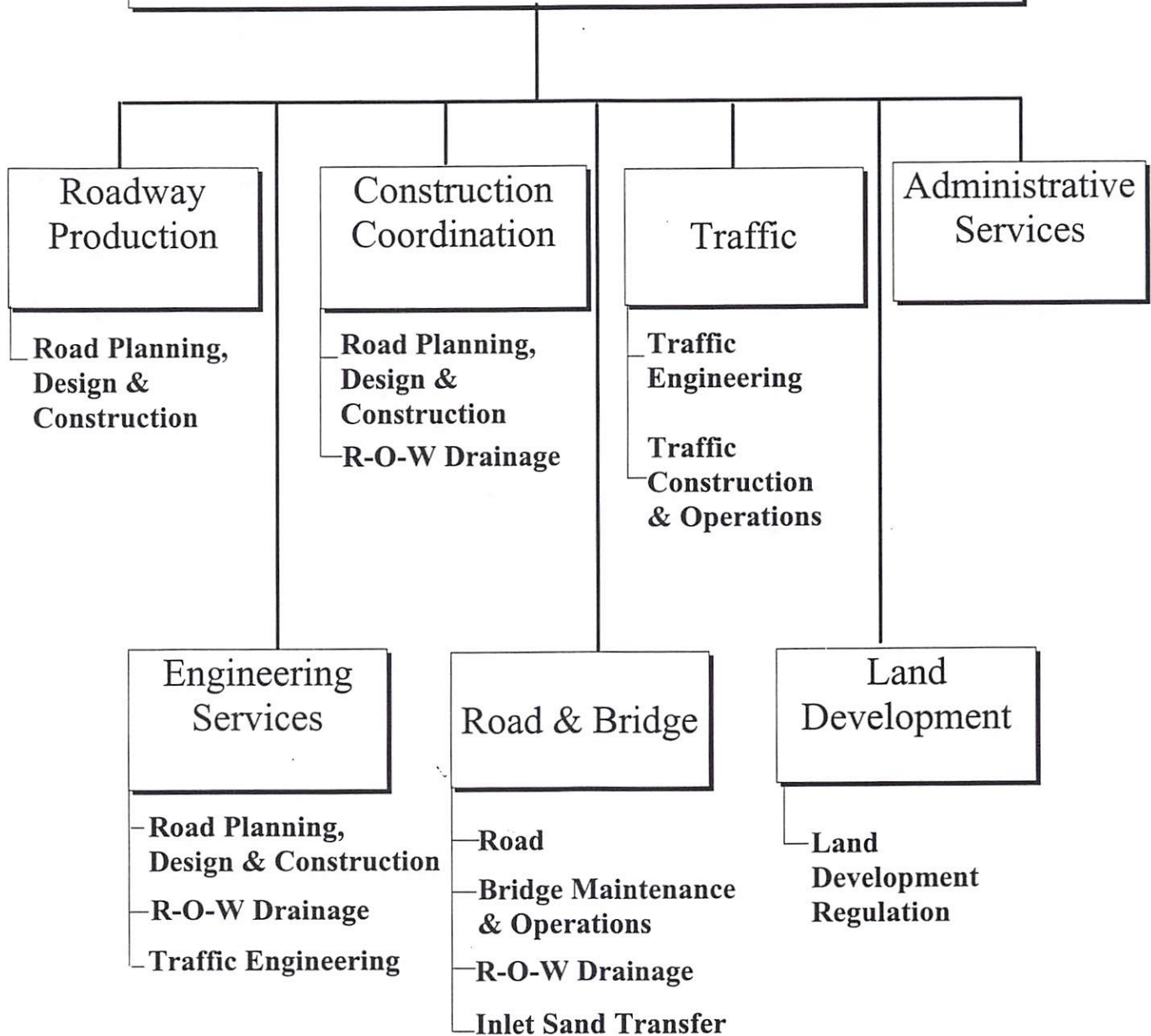
Advertising Cost Increase: Over the last two years government pricing for advertising vendors has almost doubled. For example, as of 10/1/97 the Palm Beach Post rate increased from \$2.90 to \$ 4.87 per line.

Figure 2 shows seven years of advertising costs for job vacancies.

Figure 2



Engineering & Public Works



444 Positions

English - 101

Final Exam

Section		Topic	
I	1	1. The American Dream	2. The American Dream
	2	2. The American Dream	3. The American Dream
II	3	3. The American Dream	4. The American Dream
	4	4. The American Dream	5. The American Dream
III	5	5. The American Dream	6. The American Dream
	6	6. The American Dream	7. The American Dream
IV	7	7. The American Dream	8. The American Dream
	8	8. The American Dream	9. The American Dream
V	9	9. The American Dream	10. The American Dream
	10	10. The American Dream	11. The American Dream
VI	11	11. The American Dream	12. The American Dream
	12	12. The American Dream	13. The American Dream
VII	13	13. The American Dream	14. The American Dream
	14	14. The American Dream	15. The American Dream
VIII	15	15. The American Dream	16. The American Dream
	16	16. The American Dream	17. The American Dream
IX	17	17. The American Dream	18. The American Dream
	18	18. The American Dream	19. The American Dream
X	19	19. The American Dream	20. The American Dream
	20	20. The American Dream	21. The American Dream
XI	21	21. The American Dream	22. The American Dream
	22	22. The American Dream	23. The American Dream
XII	23	23. The American Dream	24. The American Dream
	24	24. The American Dream	25. The American Dream
XIII	25	25. The American Dream	26. The American Dream
	26	26. The American Dream	27. The American Dream
XIV	27	27. The American Dream	28. The American Dream
	28	28. The American Dream	29. The American Dream
XV	29	29. The American Dream	30. The American Dream
	30	30. The American Dream	31. The American Dream
XVI	31	31. The American Dream	32. The American Dream
	32	32. The American Dream	33. The American Dream
XVII	33	33. The American Dream	34. The American Dream
	34	34. The American Dream	35. The American Dream
XVIII	35	35. The American Dream	36. The American Dream
	36	36. The American Dream	37. The American Dream
XIX	37	37. The American Dream	38. The American Dream
	38	38. The American Dream	39. The American Dream
XX	39	39. The American Dream	40. The American Dream
	40	40. The American Dream	41. The American Dream
XXI	41	41. The American Dream	42. The American Dream
	42	42. The American Dream	43. The American Dream
XXII	43	43. The American Dream	44. The American Dream
	44	44. The American Dream	45. The American Dream
XXIII	45	45. The American Dream	46. The American Dream
	46	46. The American Dream	47. The American Dream
XXIV	47	47. The American Dream	48. The American Dream
	48	48. The American Dream	49. The American Dream
XXV	49	49. The American Dream	50. The American Dream
	50	50. The American Dream	51. The American Dream
XXVI	51	51. The American Dream	52. The American Dream
	52	52. The American Dream	53. The American Dream
XXVII	53	53. The American Dream	54. The American Dream
	54	54. The American Dream	55. The American Dream
XXVIII	55	55. The American Dream	56. The American Dream
	56	56. The American Dream	57. The American Dream
XXIX	57	57. The American Dream	58. The American Dream
	58	58. The American Dream	59. The American Dream
XXX	59	59. The American Dream	60. The American Dream
	60	60. The American Dream	61. The American Dream
XXXI	61	61. The American Dream	62. The American Dream
	62	62. The American Dream	63. The American Dream
XXXII	63	63. The American Dream	64. The American Dream
	64	64. The American Dream	65. The American Dream
XXXIII	65	65. The American Dream	66. The American Dream
	66	66. The American Dream	67. The American Dream
XXXIV	67	67. The American Dream	68. The American Dream
	68	68. The American Dream	69. The American Dream
XXXV	69	69. The American Dream	70. The American Dream
	70	70. The American Dream	71. The American Dream
XXXVI	71	71. The American Dream	72. The American Dream
	72	72. The American Dream	73. The American Dream
XXXVII	73	73. The American Dream	74. The American Dream
	74	74. The American Dream	75. The American Dream
XXXVIII	75	75. The American Dream	76. The American Dream
	76	76. The American Dream	77. The American Dream
XXXIX	77	77. The American Dream	78. The American Dream
	78	78. The American Dream	79. The American Dream
XL	79	79. The American Dream	80. The American Dream
	80	80. The American Dream	81. The American Dream
XLI	81	81. The American Dream	82. The American Dream
	82	82. The American Dream	83. The American Dream
XLII	83	83. The American Dream	84. The American Dream
	84	84. The American Dream	85. The American Dream
XLIII	85	85. The American Dream	86. The American Dream
	86	86. The American Dream	87. The American Dream
XLIV	87	87. The American Dream	88. The American Dream
	88	88. The American Dream	89. The American Dream
XLV	89	89. The American Dream	90. The American Dream
	90	90. The American Dream	91. The American Dream
XLVI	91	91. The American Dream	92. The American Dream
	92	92. The American Dream	93. The American Dream
XLVII	93	93. The American Dream	94. The American Dream
	94	94. The American Dream	95. The American Dream
XLVIII	95	95. The American Dream	96. The American Dream
	96	96. The American Dream	97. The American Dream
XLIX	97	97. The American Dream	98. The American Dream
	98	98. The American Dream	99. The American Dream
L	99	99. The American Dream	100. The American Dream
	100	100. The American Dream	101. The American Dream

Mission

To provide the citizens of Palm Beach County a high quality and aesthetically pleasing system of roads, bridges, and pathways made safe and easily accessible by appropriate traffic control; to ensure development conformance to the engineering standards of the Unified Land Development Code and provide engineering assistance in the zoning process; to assist in mitigating beach erosion by the operation of sand transfer facilities; and to provide optimal drainage conditions in County rights-of-way.

Summary of Services/Facilities

The Engineering/Public Works Department provides planning, implementation, and administration of the Five-Year Road (Thoroughfare) Program and technical and general engineering services regarding transportation planning and geometric design, drainage, and infrastructure for proposed residential and commercial development. Engineering assistance is also provided to the Board of County Commissioners and other County entities. The Department installs and maintains traffic signals, signs and pavement markings, pedestrian and bicycle paths, and drainage systems in County

rights-of-way. The Department also maintains and operates fixed and moveable bridges, maintains roads, rights-of-way and medians, develops and maintains survey control data for use by County departments, administers the County's Street Improvement Program, coordinates railroad crossing maintenance and construction as it affects County roads, updates and publishes the County street atlas and other maps, and provides copies of plans, plats, and aerials to other County departments, contractors, developers, and the general public.

Trends and Issues

Increasing Urbanization: The increasing urban nature of Palm Beach County continues to have a significant impact on service provision. The continued high level of road construction requires additional construction easements. A significant increase in right-of-way acquisition costs is anticipated. Levels of service expected also require substantive programs for the installation, maintenance, and upgrading of traffic control devices, street lighting, drainage systems, maintenance and upgrading of existing roads, medians, and rights-of-way, and conformance to land development standards. Increased maintenance is required for aging movable/intracoastal bridges.

Improvements in Traffic Flow: The Federal Highway Administration will begin construction of the Intelligent Transportation System (ITS) in Palm

Beach County following completion of the system in Broward County in 5 to 7 years. This central computer system will provide the motoring public, and the agencies that serve them, on-line data regarding restricted traffic flow due to accidents, mass transit schedules, car radio frequencies to broadcast the latest traffic flow information, and changeable road message signs. The County has been designated to be an ITS control center. Federal funds will be used for the facility and equipment. The County will be responsible for running and maintaining the system.

Enhancement of Thoroughfare Medians: The "Trees Only" program implemented in FY 1997 at the direction of the Board of County Commissioners will continue in FY 1999. This program addresses more than 100 miles of roads of urban thoroughfare

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$815,523	\$767,000	\$785,000	\$860,000
Grants	154,860	300,000	451,526	350,000
User Fees/Charges	65,207	86,400	85,400	87,400
Inter-Departmental Charges	3,567,558	4,085,155	3,358,100	3,451,326
Other	336,656	765,557	871,483	438,452
TOTAL	\$4,939,804	\$6,004,112	\$5,551,509	\$5,187,178
APPROPRIATIONS				
Personal Services	\$20,864,897	\$22,400,060	\$21,944,060	\$22,934,484
Operating Expenses	11,837,345	15,288,401	14,036,659	16,918,332
Capital Outlay	3,673,172	859,247	833,613	407,813
Debt Service	49,107	21,600	10,800	21,600
Grants and Aids	189,160	283,505	29,230	230,267
Non-Operating	-	258,450	-	258,450
TOTAL	\$36,613,681	\$39,111,263	\$36,854,362	\$40,770,946
STAFFING				
Positions	442	441	441	444
Full Time Equivalents (FTEs)	439.99	438.99	438.99	441.99

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Value of road construction contracts awarded (millions)	\$45.0	n/a	n/a	\$17.6	\$24.0
Lane miles of road construction awarded	41.6	n/a	n/a	36.0	36.0
% of thoroughfare roads meeting County's adopted level of service	88%	n/a	n/a	92%	92%
Traffic signals maintained	960	n/a	n/a	965	965
Land development permits issued	44	n/a	n/a	70	45
Lane miles of County roads maintained	2,919	n/a	n/a	2,930	2,930

medians in the unincorporated areas which have only grassy medians. Landscaping will be developed for each thoroughfare so that future installations by others will be consistent with the surrounding medians. The program will be completed by the end of the 1999 calendar year. It is anticipated that by that time more than \$1,500,000 worth of trees will have been installed.

Automation: The long range automation plan implemented in FY 1997 utilizes current and future computer applications refinements and meets the increasing need for information management. Upgrading existing computer equipment and software and purchasing new hardware and software to meet future needs will be continued in FY 1999. Increased efficiency and effectiveness will be achieved by the ability to respond to technological

advances in the computer industry.

Urban Revitalization: Revitalizing urban areas is fast becoming an issue which will have significant fiscal ramifications. Established projects such as Belle Glade Wee Care and Limestone Creek now have to compete for funding with newer projects such as Westgate, Wallis Road and Boutwell Road industrial areas, and the Lake Worth Corridor. The recently formed Countywide Community Revitalization Team will be promoting still other areas for improvements including, but not limited to, street paving and drainage, and installation of water and sewer lines.

Traffic Signal System Group 5: Operation of traffic signals in Palm Beach County is controlled by a central computer supported by the Urban Traffic Control System (UTCS). The signals are connected to the central computer with twisted-pair copper cable and fiber-optic cable. Each signalized

intersection communicates signal status at any given moment to the central computer via a modem with a specific address. The system also allows monitoring of signal cycles in real time and detection of major signal malfunctions. The existing facility can accommodate 768 intersections. Currently there are 417 UTCS controlled signals with another 100 signals in the process of being added. The County has previously received \$19,442,000 from the Florida Department of Transportation (FDOT) to fund Traffic Signal Groups 1 - 4. Another \$3,606,000 will be received for Group 5 which will allow not only additional signals to be added to the system but also provide for completion of the fiber-optic ring network and assist in determining sites for installation of video cameras and other transportation applications for Freeway Incident Management and Intelligent Transportation System programs throughout the County.

Significant Changes From Prior Year

Enhanced Technology: The Global Positioning System and aerial photographs are now used in conjunction with advanced computer technology to develop construction drawings. In addition, project designs can be transferred via electronic mail from a consultant's office so that drawings can be

incorporated in displays for public information meetings and other forums. For example, this new technology enables the placing of designs over existing aerials to better illustrate how a proposed project will affect a specific area.

Definition of Program and Services

To administer and coordinate the design, right-of-way acquisition, and construction of the County's Five-Year Road Program, the MSTU Program, and capital projects. Primary services include:

- ◆ contract with design consultants to implement projects approved;
- ◆ review plans, ensure required permits are obtained, and prepare construction contract documents for bidding and award by Board of County Commissioners;
- ◆ ensure projects are completed within approved budget;
- ◆ monitor County and developer road and bridge construction projects to ensure compliance with contract specifications, construction plans, and compliance with time frames specified within contracts;
- ◆ construct pedestrian and bicycle pathways; and
- ◆ upgrade existing shellrock roads with drainage and pavement improvements.

Program Objectives for FY 1999

1. Maintain the percentage of time design consultant contracts are awarded within 9 months of issuing request for proposal at 85%.
2. Award 80% of the construction line items in the Five Year Plan within the scheduled fiscal year.
3. Start construction of 75% of pathway construction projects within one year of program approval.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
% design consultant contracts awarded within 9 months of request for proposal	100%	n/a	n/a	85%	85%
% current construction contracts awarded in the year budgeted	100%	n/a	n/a	80%	80%
% pathway construction projects started within one year of program approval	50%	n/a	n/a	75%	75%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$1,213	\$1,700	\$1,000	\$1,000
Grants	-	5,000	-	5,000
User Fees/Charges	36,976	48,680	51,830	53,330
Inter-Departmental Charges	2,096,138	2,269,709	1,998,364	2,069,335
Other	9,074	183,835	144,958	65,484
TOTAL	\$2,143,401	\$2,508,924	\$2,196,152	\$2,194,149
APPROPRIATIONS				
Personal Services	\$4,563,163	\$5,005,968	\$4,854,894	\$5,081,090
Operating Expenses	927,500	951,744	931,015	1,045,276
Capital Outlay	84,638	198,606	90,539	118,446
Debt Service	22,098	9,720	4,860	9,720
Non-Operating	-	29,225	-	29,225
TOTAL	\$5,597,399	\$6,195,263	\$5,881,308	\$6,283,757
STAFFING				
Full Time Equivalents (FTEs)	87.51	87.06	87.06	87.26

Summary of Key Funding/Service Issues

Five Year Road Program: Continued population growth has resulted in the need of the Five Year Road Program to include improvements within urban areas and the addition of new roadways adjacent to environmentally sensitive areas. The Five Year Road Program will be impacted by an increase in right-of-way acquisition and construction costs, in addition to creation and maintenance of environmental mitigation sites. FY

1997 was a very successful year in the Five Year Road Program with 100% of the projects scheduled for construction awarded. FY 1998 and years to follow will have to phase environmental issues, higher right-of-way acquisition costs, and construction within urban areas. This will result in higher lane mile costs and an increase in time required from inception to construction of projects.

Definition of Program and Services

To maintain County roads, sidewalks, and pathways, and oversee the Adopt-A-Road Program and interlocal beautification agreements. Primary services include:

- ◆ resurface roads;
- ◆ respond to citizen inquiries and complaints;
- ◆ maintain sidewalks and pathways;
- ◆ grade shellrock roads;
- ◆ patch roads; and
- ◆ mow County rights-of-way medians.

Program Objectives for FY 1999

1. Resurface 60 lane miles of roads.
2. Mine 106,000 cubic yards of maintenance materials (shell, marl, sand).
3. Restore and improve 415 miles of road shoulders.
4. Mow 16,000 acres countywide (includes tractor and hand mowing).

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Lane miles resurfaced	89	n/a	n/a	79.4	60
Cubic yards mined	106,085	n/a	n/a	106,000	106,000
Shoulder miles restored/improved	415.73	n/a	n/a	415	415
Acres mowed Countywide*	13,958	n/a	n/a	16,240	16,000
* Does not include Beautification Maintenance					

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	-	\$5,000	-	\$5,000
User Fees/ Charges	\$9,104	11,760	\$12,510	12,810
Inter-Departmental Charges	185,933	163,164	162,208	162,698
Other	12,222	160,285	150,961	48,184
TOTAL	\$207,259	\$340,209	\$325,679	\$228,692
APPROPRIATIONS				
Personal Services	\$4,884,592	\$5,305,642	\$4,909,218	\$5,285,622
Operating Expenses	3,741,001	5,699,406	4,792,362	6,633,197
Capital Outlay	1,869,693	242,217	124,541	96,819
Debt Service	7,366	3,240	1,620	3,240
Grants and Aids	189,160	283,505	29,230	230,267
Non-Operating	-	89,225	-	89,225
TOTAL	\$10,691,812	\$11,623,235	\$9,856,971	\$12,338,370
STAFFING				
Full Time Equivalents (FTEs)	108.01	107.86	107.86	108.36

Summary of Key Funding/Service Issues

Beautification Maintenance: The demand for landscaped medians and rights-of-way has dramatically increased over the past few years. As part of a countywide beautification program, over 1,500 trees have already been placed and current plans call for an additional 4,500 trees to be installed by the year 2000. Maintaining the trees

and mowing the areas where they are installed has created the need for additional landscape maintenance contracts as well as a Horticulturist to ensure the ongoing health of the trees. This program will be funded from gas tax proceeds with a cost of approximately \$500,000 for FY 1998-99.

Definition of Program and Services

To ensure the safety and convenience of the public by planning for and designing appropriate traffic control for safe and accessible intersections and by providing appropriate street lighting. Primary services include:

- ◆ determine needs for traffic control devices and revised signal timing;
- ◆ coordinate the design and construction of intersection improvements on County roads;
- ◆ coordinate the installation of street lighting on County roads; and
- ◆ compile, analyze, and publish traffic accident information.

Program Objectives for FY 1999

1. Maintain the percentage of time revised signal timing plans are released within thirty days of determining need from at 95%.
2. Maintain the percentage of time street lighting needs analyses are completed within thirty days of request at 95%.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
% of revised signal timing plans implemented within 30 days of determining need	70%	n/a	n/a	95%	95%
% of street lighting needs analyses completed within 30 days of request	100%	n/a	n/a	95%	95%
Traffic accident reports processed	33,434	+13%	n/a	33,000	33,000
Number of Engineering Action Center requests processed	143	n/a	n/a	180	180
Number of Special Projects processed for County and Deputy County Engineer	153	n/a	n/a	170	170

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits	\$3,033	\$4,250	\$2,500	\$2,500
Grants	40,000	40,000	40,000	40,000
User Fees/ Charges	5,698	8,020	7,020	7,220
Inter-Departmental Charges	391,491	466,497	328,977	339,637
Other	24,416	58,875	85,761	43,250
TOTAL	\$464,638	\$577,642	\$464,258	\$432,607
APPROPRIATIONS				
Personal Services	\$2,581,344	\$2,755,401	\$2,767,683	\$2,870,358
Operating Expenses	2,141,255	2,207,702	2,240,558	1,532,879
Capital Outlay	42,962	56,270	109,088	53,624
Debt Service	2,455	1,080	540	1,080
TOTAL	\$4,768,016	\$5,020,453	\$5,117,869	\$4,457,941
STAFFING				
Full Time Equivalents (FTEs)	54.82	54.77	54.77	55.27

Summary of Key Funding/Service Issues

Street Lighting Costs: The number of street lights installed in the unincorporated area of the County continues to increase. The County's major street lighting expenses are energy and maintenance. These expenses will continue to rise as additional street lighting needs are met.

Traffic Signal Power Costs: During the past year, Florida Power & Light accomplished an inventory of all traffic signal devices in the County. As a result of this inventory and the updating of their database, the costs to operate traffic signal devices

have increased approximately \$200,000 over FY 1997-98.

New Traffic Signal Programs & Systems: The significant growth in road building within the County has resulted in the need for additional signalized intersections; numerous modifications to existing signals; and the installation of computer based traffic management programs. In order to accomplish the workload required by this growth, an additional Civil Engineer position is required at a cost of approximately \$42,920 for FY 1998-99.

Definition of Program and Services

To ensure the safety and convenience of the public on County maintained roads by installing, maintaining and upgrading traffic signals, signs, and pavement markings; responding to emergency calls; and maintaining the computerized Urban Traffic Control System (UTCS). Primary services include:

- ◆ install new traffic signals;
- ◆ upgrade major traffic signals;
- ◆ install striping as required by road construction and resurfacing programs;
- ◆ manufacture and install signing as required by the road construction program;
- ◆ perform preventative maintenance on traffic signals; and
- ◆ respond to emergency calls.

Program Objectives for FY 1999

1. Complete striping within 60 days of completion of road construction 90% of the time.
2. Maintain the percentage of time sign installation is completed prior to road opening at 95%.
3. Maintain UTCS operational time at 95%.
4. Replace red incandescent bulbs with light-emitting diode (LED) lenses in 40% of traffic signals.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
% of striping projects completed within 60 days after road construction	100%	n/a	n/a	90%	90%
% of signs completed before road openings	90%	n/a	n/a	95%	95%
% of time UTCS is operational	88%	n/a	n/a	95%	95%
% traffic signals with LED lenses	10%	n/a	n/a	40%	40%
Linear feet of roadway striped **	1,256,990	n/a	n/a	1,400,000	1,400,000
Signalized intersections receiving preventative maintenance	1,679	+90%	n/a	1,400	1,400
Responses to trouble calls	7,181	-14%	n/a	7,000	7,000
** non-capital					

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$7,278	\$10,200	\$6,000	\$6,000
Grants	114,860	250,000	411,526	300,000
User Fees/Charges	8,705	12,080	8,480	8,480
Inter-Departmental Charges	347,404	600,000	340,858	343,200
Other	100,528	141,300	197,136	103,800
TOTAL	\$578,775	\$1,013,580	\$964,000	\$761,480
APPROPRIATIONS				
Personal Services	\$3,355,861	\$3,626,622	\$3,603,077	\$3,748,511
Operating Expenses	2,832,514	2,840,004	2,941,287	3,025,967
Capital Outlay	98,431	175,426	307,156	126,780
Debt Service	9,821	4,320	2,160	4,320
Non-Operating	-	80,000	-	80,000
TOTAL	\$6,296,627	\$6,726,372	\$6,853,680	\$6,985,578
STAFFING				
Full Time Equivalents (FTEs)	72.25	72.05	72.05	73.25

Summary of Key Funding/Service Issues

Cost Savings Using LED Lenses: The replacement of the existing 13,200 incandescent bulbs with "light emitting diodes" (LED) lenses continues and will result in a significant reduction of energy and maintenance costs for traffic signals. LED lenses use 1/5 the energy of incandescent bulbs and have a guaranteed ten year life that is five times longer than that of traditional bulbs. This program began in FY 1997 and is anticipated to take three to five years to fully implement. Funding for the program is a combination of gas tax revenue and the savings in electricity and labor costs which will result. By the year 2001, the County should reach the break-even point, potentially realizing cost savings of several hundred thousand dollars annually.

Traffic Signal Pre-Emption: The County Fire-Rescue Department has identified a need to reduce

the delay in response time caused by traffic congestion. Various signal pre-emption devices were investigated and a decision was made to use a GPS based system. Fire-Rescue will purchase the required equipment and the Traffic Division will be responsible for installation and maintenance. One additional position and vehicle are required for the Traffic Division at an approximate cost of \$40,000 for FY 1998-99.

Location of Underground Facilities: The County traffic signal system includes extensive underground cable and conduit. Chapter 556 of the Florida Statutes requires the County to join the One-Call system and to locate underground facilities. To meet this requirement, either in-house or through a contractor, will require additional funding of approximately \$100,000 per year.

Definition of Program and Services

To structurally repair, maintain, inspect, and operate 9 movable bridges, 236 fixed bridges, 19 pedestrian bridges and 6 golf cart overpasses. This program also provides for the construction of concrete sidewalks and pathways, ramps for the handicapped, intersection improvements, countywide guardrail installation, and 24-hour emergency service. Primary services include:

- ◆ movable bridge repair, maintenance and operation;
- ◆ fixed bridge repair;
- ◆ bridge inspection;
- ◆ sidewalk improvements; and
- ◆ guardrail installation and repair.

Program Objectives for FY 1999

1. Upgrade 20 bridges to comply with FDOT standards for barrier wall heights and guardrail specifications.
2. Install 18,000 linear feet of new guardrail.
3. Complete 75 bridge inspections.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Number of bridges upgraded to FDOT standards	44	n/a	n/a	40	20
Linear feet of guardrail installed	42,681	+160%	n/a	25,000	18,000
Number of bridge inspections	53	-22%	n/a	75	75

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$2,399	\$2,912	\$2,912	\$2,912
Inter-Departmental Charges	63,275	51,191	44,215	44,725
Other	7,411	-	9,531	-
TOTAL	\$73,085	\$54,103	\$56,658	\$47,637
APPROPRIATIONS				
Personal Services	\$2,531,325	\$2,599,370	\$2,662,112	\$2,697,889
Operating Expenses	782,119	2,049,069	1,550,067	3,013,030
Capital Outlay	1,547,756	76,751	88,248	1,260
Debt Service	3,929	1,728	864	1,728
Non-Operating	-	60,000	-	60,000
TOTAL	\$4,865,129	\$4,786,918	\$4,301,291	\$5,773,907
STAFFING				
Full Time Equivalents (FTEs)	58.23	58.15	58.15	58.65

Summary of Key Funding/Service Issues

Bridge Barrier and Guardrail Standards: There are approximately 185 County maintained bridges which do not meet the revised Florida Department of Transportation (FDOT) requirements for either barrier wall height or guardrail standards. Each year a few bridges are upgraded if funds became available from other projects. Because acceleration of upgrades was required to ensure the safety of the

public, a five year upgrading program at an additional cost of \$150,000 per year was approved beginning in FY 1997. This program remains in place for FY 1999. However, it is now anticipated that the program will have to be extended beyond the original 5 years due to a significant increase in the cost of FDOT approved end-treatments.

Definition of Program and Services

To ensure conformance to the engineering standards of the Unified Land Development Code; provide engineering support to the Zoning Division; administer the County's subdivision and platting ordinance in conformity with the comprehensive land use plan; and ensure that Traffic Engineering Standards are conformed with in the land use planning process. Primary services include:

- ◆ process permit applications and review construction plans and plats for residential and commercial subdivisions;
- ◆ process permit applications, review plans, and issue permits for construction in County rights-of-way;
- ◆ review and prepare recommendations for approval on all rezoning and site plan applications;
- ◆ process, review and comment on all subdivision variance applications; and
- ◆ review proposed revisions to the County's Comprehensive Plan.

Program Objectives for FY 1999

1. Maintain the percentage of first-comments letters (summary of application deficiencies) sent for residential and commercial subdivision permit applications within 30 working days at 95%.
2. Maintain the average time to process a County road construction permit at 14 working days.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
% first-comments letters sent within 30 working days of receipt of application	90%	n/a	n/a	95%	95%
Average days to process permits for construction in County rights-of-way	26	n/a	n/a	14	14
Zoning petitions reviewed	150	+11%	n/a	150	150
Development Review Committee petitions reviewed	568	n/a	n/a	650	650
Permits issued for: construction in County right-of-way, drainage, and utilities	579	-17%	n/a	640	640

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$804,000	\$750,850	\$775,500	\$850,500
User Fees/Charges	1,725	2,220	1,920	1,920
Inter-Departmental Charges	264,414	323,703	273,583	280,773
Other	5,817	11,775	91,428	8,650
TOTAL	\$1,075,956	\$1,088,548	\$1,142,431	\$1,141,843
APPROPRIATIONS				
Personal Services	\$1,390,939	\$1,533,893	\$1,515,456	\$1,562,220
Operating Expenses	704,861	775,923	770,724	873,356
Capital Outlay	23,196	10,930	21,496	10,565
Debt Service	2,455	1,080	540	1,080
TOTAL	\$2,121,451	\$2,321,826	\$2,308,216	\$2,447,221
STAFFING				
Full Time Equivalents (FTEs)	26.93	26.88	26.88	26.98

Summary of Key Funding/Service Issues

Permit activity for subdivision work and construction in County rights-of-way continues at a high level. This has taxed the existing staff resources to process items in a timely manner. The

need for additional staff supported by an increase in the permit fee has been identified and approval by the Board of County Commissioners and is being pursued.

Definition of Programs and Services

To maintain drainage systems throughout the County. Primary services include:

- ◆ evaluate chronic drainage problem areas and recommend solutions;
- ◆ maintain swales and culverts;
- ◆ install and repair culverts, gutters, and drainage structures;
- ◆ maintain drainage inlets and ditches; and
- ◆ storm water drainage.

Program Objectives for FY 1999

1. Maintain 14,000 linear feet of swale.
2. Maintain 100,000 linear feet of drainage ditches.
3. Install 2,000 linear feet of drainage infiltration system.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Linear feet of swale maintained	14,148	n/a	n/a	20,000	14,000
Cost to maintain swales per linear foot	\$5.21	n/a	n/a	\$5.38	\$4.04
Linear feet of drainage ditches maintained	189,521	n/a	n/a	110,000	100,000
Cost to maintain ditches per linear foot	\$.94	n/a	n/a	\$2.94	\$1.47
Linear feet of drainage infiltration system installed	805	n/a	n/a	1,500	2,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$300	\$364	\$364	\$364
Inter-Departmental Charges	218,895	210,890	209,893	210,958
Other	2,673	-	6,783	-
TOTAL	\$221,868	\$211,254	\$217,040	\$211,322
APPROPRIATIONS				
Personal Services	\$1,267,278	\$1,297,031	\$1,355,052	\$1,423,243
Operating Expenses	611,132	601,550	680,978	668,315
Capital Outlay	5,247	2,519	2,514	320
Debt Service	491	216	108	216
TOTAL	\$1,884,148	\$1,901,316	\$2,038,652	\$2,092,094
STAFFING				
Full Time Equivalents (FTEs)	27.75	27.74	27.74	27.74

Summary of Key Funding/Service Issues

Ditch Maintenance Less Costly Using Herbicides: Because ditch cleaning is much more costly than spraying, a decision was made to substitute spraying for cleaning wherever possible

with additional funding approved for FY 1997. The focus on additional spraying will continue in FY 1999.

Definition of Program and Services

To operate and maintain the South and North Lake Worth Sand Transfer Plants. The North Plant is operated and maintained by County staff through an interlocal agreement between the County and the Town of Palm Beach. Sand transfer requires 24 hour operation as dictated by weather conditions. Pumping is restricted by State permit, and can only be done when winds are from the north, northwest, or northeast. Historically the volume of material at the South plant varies from 30,000 to 70,000 cubic yards per year. The quantity is higher at the North plant due to utilization of a larger engine and main pump. Primary services include:

- ◆ re-furbish adjacent beaches; and
- ◆ aid in maintaining channel depth in inlets.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Cubic yards of sand pumped - North Plant	194,250	n/a	n/a	200,000	90,000
Cubic yards of sand pumped - South Plant	68,160	n/a	n/a	60,000	65,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$300	\$364	\$364	\$364
Inter-Departmental Charges	8	-	3	-
Other	174,515	209,487	184,926	169,085
TOTAL	\$174,823	\$209,851	\$185,293	\$169,449
APPROPRIATIONS				
Personal Services	\$290,395	\$276,133	\$276,569	\$265,550
Operating Expenses	96,963	163,004	129,668	126,312
Capital Outlay	1,250	96,530	90,030	-
Debt Service	491	216	108	216
TOTAL	\$389,099	\$535,883	\$496,375	\$392,078
STAFFING				
Full Time Equivalents (FTEs)	4.49	4.48	4.48	4.48

Environmental Resources Management

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graph TD; A[Environmental Resources Management] --> B[Environmental Enhancement & Restoration]; A --> C[Natural Resources Stewardship]; A --> D[Resources Protection]; B --- E[Environmental Enhancement & Restoration]; C --- F[Natural Resources Stewardship]; D --- G[Resources Protection];
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Environmental
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107 Positions

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Mission

To establish, maintain, and implement programs for the protection, preservation, and enhancement of the land and water resources of Palm Beach County. Through the accomplishment of this mission, the Department will promote the quality of environment, continued health, safety, and general welfare of residents and visitors to Palm Beach County.

Summary of Services/Facilities

The many diverse services provided by the Department of Environmental Resources Management (ERM) generally fall within three major program areas, including Environmental

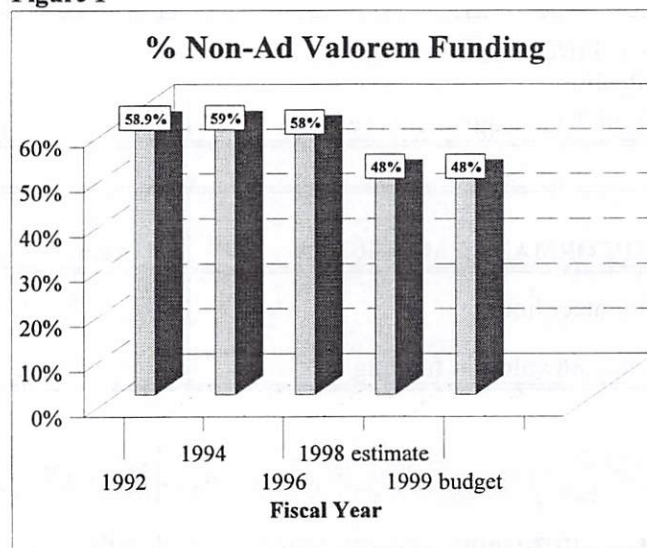
Enhancement and Restoration, Natural Resources Stewardship, and Resources Protection. The services provided range from annual permitting to major land acquisition and construction projects.

Trends and Issues

Increased Focus on State/Federal Legislative Activities: Recognizing that local environmental management efforts are greatly affected by actions in Tallahassee and Washington, DC, additional effort is being focused on tracking legislative initiatives and providing technical support to the County's state/federal lobbyists. Of special interest are funding appropriations for environmental enhancement projects, (e.g., beach restoration, Lake Worth Lagoon cleanup, wetland and upland projects, and exotic vegetation control). Additional areas of interest include changes to laws or regulations affecting the County's interests, various types of incentive programs for local government (e.g., Brownfields Partnership Program and Petroleum Contamination Site Cleanup Programs), and the continuation of the State's land acquisition and conservation program, P2000.

Changes in Funding Availability: Program funding from non-ad valorem sources increased steadily through 1993 and remained fairly stable through FY 1995-96. Non-ad valorem revenues in FY 1997-98 are expected to show a decrease to 48% and remain stable for FY 1998-99 as shown in **Figure 1**. Programs funded 100% by non-ad valorem funds include the State-funded Pollutant

Figure 1



Storage Tank Cleanup/Compliance Programs, and the Shoreline Enhancement & Restoration Program. Programs partially funded by non-ad valorem funds include Freshwater Wetland/Upland Resources, Maritime Resources, Resource Maintenance, Engineering Services, and permitting functions. The percentage decrease is partly due to a significant decrease in the Pollutant Storage Cleanup Program contract and decreases in permit fee revenues.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$589,033	\$569,850	\$476,188	\$475,600
Grants	160,145	153,780	430,440	525,802
User Fees/Charges	703,495	1,486,325	1,351,373	518,108
Fines & Forfeitures	24,792	-	30,000	445,930
Inter-Department Charges	1,165,980	1,163,278	818,107	1,342,332
Other	4,604,840	4,267,057	4,954,442	6,363,641
Interfund Transfers	-	-	324,858	-
TOTAL	\$7,248,285	\$7,640,290	\$8,385,408	\$9,671,413
APPROPRIATIONS				
Personal Services	\$4,879,811	\$5,474,696	\$5,343,620	\$5,740,990
Operating Expenses	2,436,845	3,024,681	2,267,110	2,834,218
Capital Outlay	100,641	31,311	23,515	50,444
Grants and Aids	-	-	371,241	-
Non-Operating	(4,512)	3,414,600	-	5,515,601
TOTAL	\$7,412,785	\$11,945,288	\$8,005,486	\$14,141,253
STAFFING				
Positions	101	103	104	107
Full Time Equivalents (FTE's)	101.00	103.00	104.00	107.00

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Volunteer hours	2,000	n/a	n/a	2,350	2,350
% non ad valorem funding	52.1%	56.7% (avg.)	n/a	48%	48%

Significant Changes From Prior Year

Reorganization: The operating budget reflects a recent reorganization. The divisions have been realigned to be more "function oriented". The new divisions are Environmental Enhancement & Restoration, Mosquito Control, Natural Resources Stewardship, and Resources Protection. It is expected that the Department will operate more efficiently within this type of structure.

Additional Employees: A total of \$211,652 was requested and approved to fund three additional

positions during FY 1998-99. Two Environmental Analyst positions will be responsible for natural areas management activities on newly acquired environmentally sensitive lands. The positions are totally funded with interest earned from donations to the Stewardship Endowment Fund. An Environmental Analyst (Grant Administrator) position has been added following the legislature's approval of a matching grant program (FDEP) for the enhancement/restoration of the Lake Worth Lagoon.

Definition of Program and Services

To restore and enhance the natural resources of Palm Beach County. The Environmental Enhancement Program has become a major component of the County's environmental protection efforts as mandated by the Comprehensive Plan. Primary services include:

- ◆ creation of artificial reefs;
- ◆ enhancement and restoration of wetland and transitional habitats;
- ◆ water quality improvements to natural water bodies;
- ◆ restoration of coastal dunes and hammocks;
- ◆ nourishment of beaches and shores; and
- ◆ remediation of contaminated soil and groundwater.

Program Objectives for FY 1999

1. Placement of 5,000 tons of artificial reef materials.
2. Enhance or restore 17 acres of dune and adjacent transitional upland habitat.
3. Plant or arrange for the planting of 30,000 trees.
4. Increase the number of habitat and water quality improvement projects by one.
5. Attain a moving average of sand added to beaches of 740,000 cubic yards.
6. Complete the number of contamination cleanup project tasks required by the state contract for services.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Tonnage of artificial reef materials	5,250	5,540 (avg.)	n/a	20,000	5,000
Acres of dunes and wetlands/transitional habitats restored/enhanced	27	9.4 (avg.)	n/a	8	17
Trees planted or distributed to public	50,000	n/a	n/a	50,000	30,000
Water quality improvement projects	3	n/a	n/a	4	5
Cubic yards of sand added to beaches	692,000	n/a	n/a	780,000	740,000
Contamination cleanup project tasks	158	n/a	n/a	90	120

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$275,068	\$250,000	\$249,913	\$255,000
Grants	30,000	44,000	184,022	52,100
User Fees/Charges	32,666	715,895	608,742	5,198
Inter-Departmental Charges	535,964	599,272	592,107	642,569
Other	829,022	574,789	1,136,546	1,015,920
TOTAL	\$1,702,720	\$2,183,956	\$2,771,330	\$1,970,787
APPROPRIATIONS				
Personal Services	\$1,065,774	\$1,200,859	\$1,187,286	\$1,290,933
Operating Expenses	1,313,281	895,275	956,831	478,936
Capital Outlay	30,198	2,943	2,943	15,044
Grants and Aids	-	-	371,241	-
Non-Operating	37,098	830,345	38,830	976,836
TOTAL	\$2,446,351	\$2,929,422	\$2,557,131	\$2,761,749
STAFFING				
Full Time Equivalents (FTEs)	22.00	22.00	23.00	23.00

Summary of Key Funding/Service Issues

Funding: For several years, obtaining federal/state enhancement funding has been very successful. It currently appears that most beach/dune projects with pending applications will be State-funded in FY 1998-99. Local matching funds may be insufficient to complete identified shoreline protection projects, resulting in either establishing additional funding sources or scaling back the program. Federal funding for new projects is in serious jeopardy due to congressional spending constraints in the Beach Control Programs. A campaign is under way to continue support of federal funding and to create a dedicated \$30 million state funding source.

Beach Nourishment: The goal is to attain a moving average of sand added to County beaches of 740,000 cubic yards, as shown in **Figure 2**.

Artificial Reef: The goal is to increase the tonnage of artificial reefs by 5,000 tons and to include ships attractive to divers as shown in **Figure 3**.

Figure 2

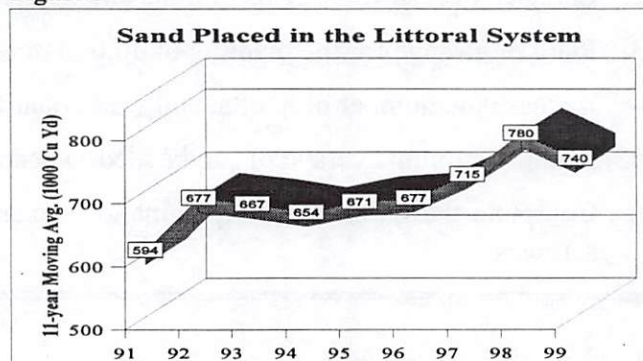
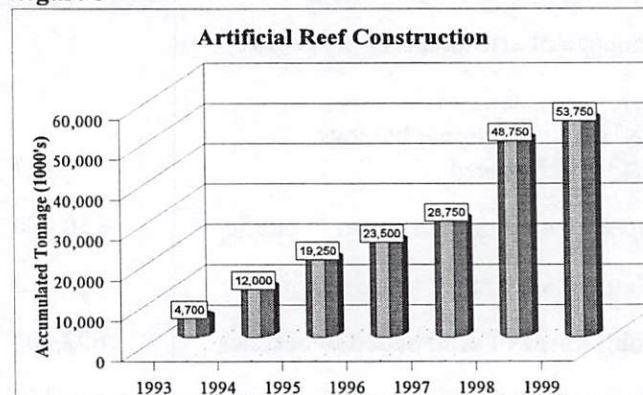


Figure 3



Definition of Program and Services

Acquisition, management, and monitoring of coastal and inland ecosystems including natural areas acquired/leased by Palm Beach County. Control of disease-carrying and pestiferous mosquitoes. Primary services include:

- ◆ acquisition of natural areas;
- ◆ preparation of management plans;
- ◆ monitoring of natural resources;
- ◆ management of natural resources; and
- ◆ control of mosquitoes.

Program Objectives for FY 1999

1. Acquire 5,000 acres of new natural areas/greenways (target acreage).
2. Prepare management plans for three natural areas.
3. Prepare monitoring reports, including maintenance recommendations, for:
 - a. 7 natural areas; and
 - b. 7 enhancement/restoration projects.
4. Conduct 5 prescribed burns on natural areas.
5. Treat 896,600 acres by aerial spraying, 11,360 acres by ground spraying, and 2,040 acres with larviciding for mosquitoes.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Natural areas acquired	3	n/a	n/a	1	1
# of management plans prepared	2	n/a	n/a	2	3
# of monitoring reports prepared for natural areas/greenways	n/a	n/a	n/a	4	7
# of monitoring reports prepared for enhancement/restoration projects	n/a	n/a	n/a	2	7
# of prescribed burns conducted	2	n/a	n/a	3	5
Acres of land treated for mosquitoes	940,521	n/a	946,568	881,200	910,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$130,145	\$109,780	\$237,668	\$154,312
User Fees/Charges	53	-	3,835	10,578
Fines & Forfeitures	24,792	-	30,000	445,930
Inter-Departmental Charges	541,198	564,006	196,000	692,413
Other	2,539,005	2,634,208	2,684,556	4,300,016
Interfund Transfers	-	-	324,858	-
TOTAL	\$3,235,193	\$3,307,994	\$3,476,917	\$5,603,249
APPROPRIATIONS				
Personal Services	\$1,625,255	\$2,020,827	\$1,974,610	\$2,529,420
Operating Expenses	944,507	960,054	1,070,995	1,047,510
Capital Outlay	31,944	13,963	6,167	35,400
Non-Operating	(160,930)	2,441,205	(192,047)	4,450,702
TOTAL	\$2,440,776	\$5,436,049	\$2,859,725	\$8,063,032
STAFFING				
Full Time Equivalents (FTEs)	44.00	45.00	45.00	48.00

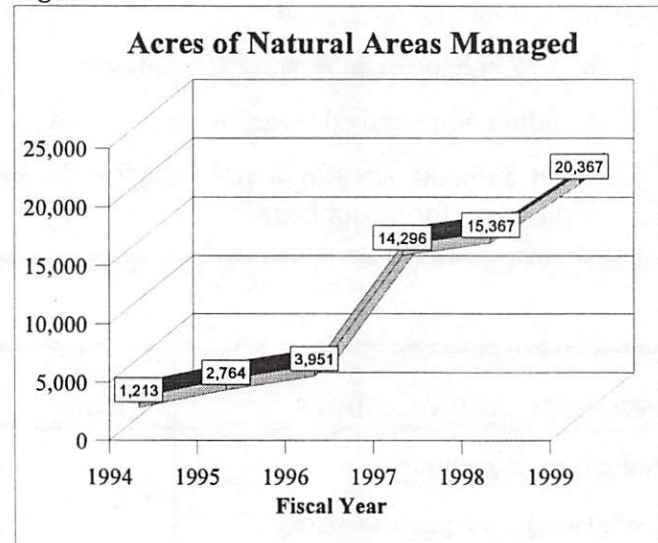
Summary of Key Funding/Service Issues

Management and Monitoring: Additional staff will be required for management and monitoring activities as the acreage of natural areas acquired/leased increases and the number of enhancement/restoration projects also increases. See Figure 4.

Stewardship Funds: Additional sources of funds must be developed for long-term management of the natural areas acquired/leased. The long-term goal is to develop this fund so that interest earnings generated would be adequate to meet management needs. An increase in the number of natural areas acquired/leased and management plans approved will require additional stewardship staff and expenditures for conducting prescribed burns and other land management activities.

Aerial Adulticiding: Increased aerial adulticiding will be required as more residential development occurs west of Florida's turnpike.

Figure 4



Definition of Program and Services

Environmental assessment, permitting, compliance and land development review activities necessary for implementation of natural resource protection programs and enforcement of related laws, regulations and codes. Primary services include:

- ◆ inspections;
- ◆ compliance enforcement;
- ◆ complaint investigations; and
- ◆ monitoring land development planning and review.

Program Objectives for FY 1999

1. Increase the percent of non-compliance letters resolved within 120 days to 85%.
2. Increase the percent of notices/letters processed within 15 days to 88%.
3. Complete 100% of permitting activities within 90 days.
4. Complete 85% of complaint investigations within 7 days.
5. Complete 100% of monitoring activities within required time frames.
6. Complete 100% of reviews within required time frames.

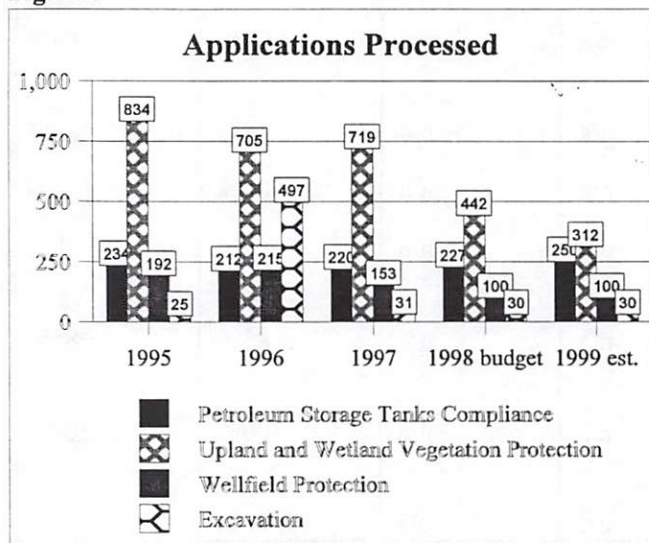
PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
% of non-compliance letters resolved within 120 days of inspection	94%	n/a	n/a	82%	85%
% of notices/letters processed within 15 days	94%	n/a	n/a	88%	88%
% of permits issued within 90 days	96%	n/a	n/a	100%	100%
Complaints	136	n/a	n/a	120	120
% of complaint investigations initiated within 7 days	97%	n/a	n/a	85%	85%
% of monitoring activities meeting required time frames	100%	n/a	n/a	100%	100%
% of reviews completed within required time frames	99.9%	n/a	n/a	100%	100%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$313,965	\$319,850	\$226,275	\$220,600
Grants	-	-	8,750	319,390
User Fees/Charges	670,776	770,430	738,796	502,332
Inter-Departmental Charges	88,818	-	30,000	7,350
Other	1,236,813	1,058,060	1,133,340	1,047,705
TOTAL	\$2,310,372	\$2,148,340	\$2,137,161	\$2,097,377
APPROPRIATIONS				
Personal Services	\$2,188,782	\$2,253,010	\$2,181,724	\$1,920,637
Operating Expenses	179,057	1,169,352	239,284	1,307,772
Capital Outlay	38,499	14,405	14,405	-
Non-Operating	119,320	143,050	153,217	88,063
TOTAL	\$2,525,658	\$3,579,817	\$2,588,630	\$3,316,472
STAFFING				
Full Time Equivalents (FTEs)	35.00	36.00	36.00	36.00

Summary of Key Funding/Service Issues

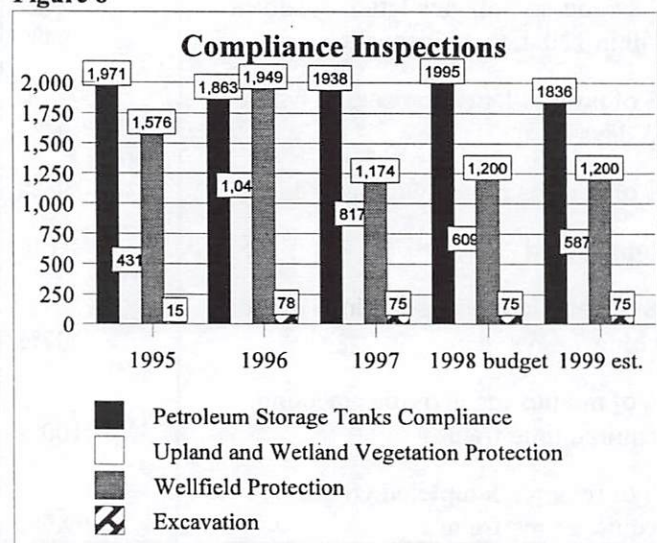
Applications Processed: Site specific requirements and requirements provided through regulations were identified through the review process. A goal of the review process is to provide better protection of the environment by responding to potential problems before work commences. See Figure 5.

Figure 5

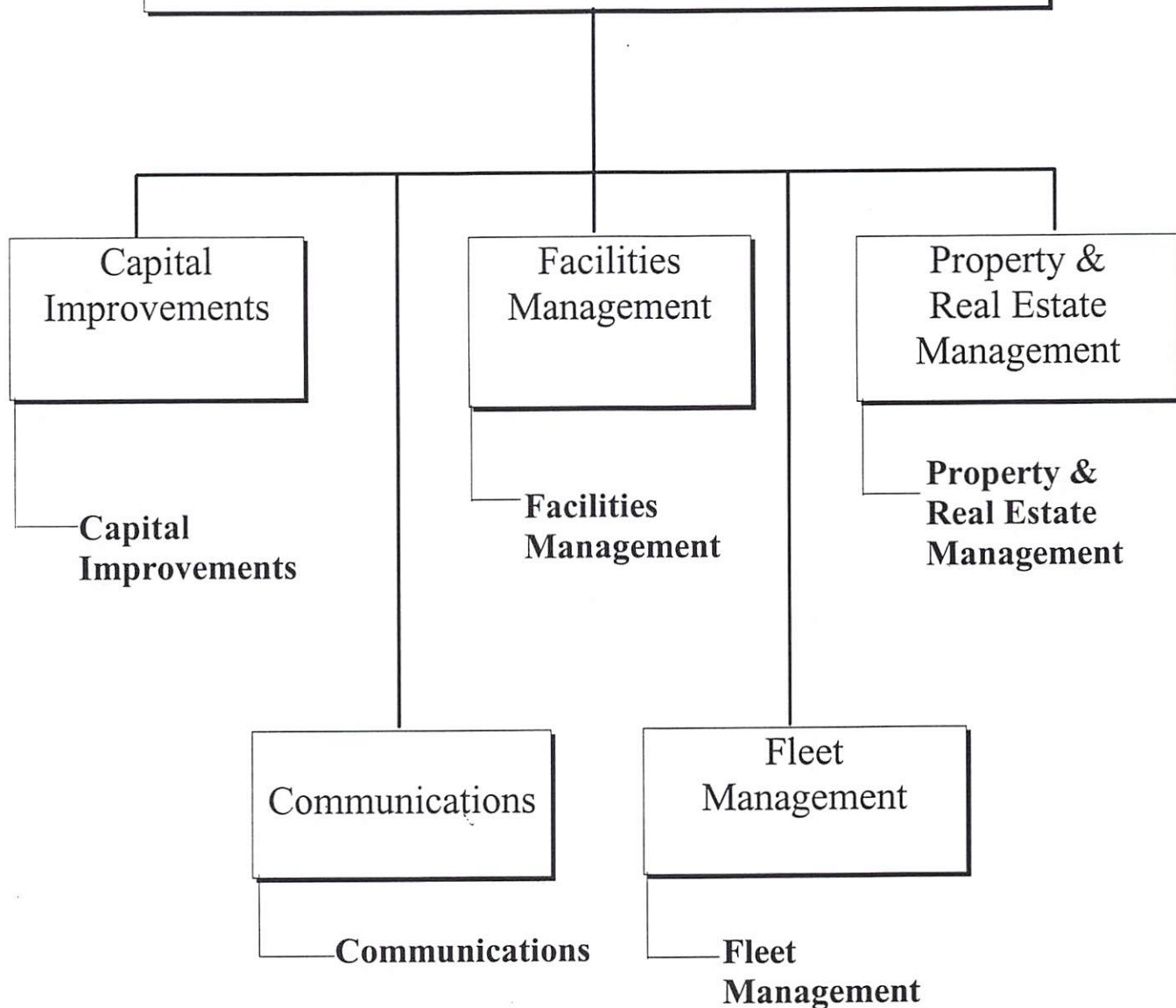


Compliance Inspections: The consistency of compliance inspections provides a barometer for determining the level of adherence in the community with state and County laws and regulations. Additional education is provided to the public through regular compliance and follow-up inspections. See Figure 6.

Figure 6



Facilities Development & Operations



386 Positions

Mission

To build and operate facilities development projects and undertake facilities and fleet operations that meet the highest quality test in both the short and long term. To define quality as cost effectiveness and operational appropriateness when measured by the public, the user, and the community. To use each individual's experience and knowledge to create high performance teams.

Summary of Services/Facilities

The Facilities Development and Operations Department (FDO) is responsible for siting, building, and operating the County's physical plants, major equipment, fleet, and communications systems. Five departmental programs fulfill these responsibilities: Property and Real Estate Management, Capital Improvements, Communications, Facilities Management, and Fleet

Management. These programs serve County agencies as well as Constitutional Officers and several State agencies. The Department is responsible for the implementation of hundreds of capital projects annually and the maintenance and operation of more than 600 structures and a fleet of over 3,000 vehicles and pieces of equipment.

Trends and Issues

Industry Involvement: During the past years, the Department has focused on involving industry in all of its programs. Partnerships with industry have resulted in cost savings, reduced number of bid protests and construction claims, increased participation by minority businesses, reduced delivery times, and increased quality and life of the product delivered. Continuing these existing partnerships and developing new relationships will be especially critical in the coming years when County funding constraints and favorable private market conditions will require the County to find new ways of doing business while utilizing all available resources.

Seamless Provision of Facility Services: In order to increase customer service, the Department is working toward the seamless provision of facilities services. By fully accepting these responsibilities, customers, the other County and State agencies, will be able to focus their efforts on fulfilling their missions. They will then hold this Department as the single entity accountable for managing facilities-

related issues. Single point accountability, responsiveness, and effective communications are the three areas of highest customer concern. In certain program areas, additional staffing is required to adequately maintain the assets as well as provide the level of interaction and response time desired by the customers.

Integration of Capital Asset Management Systems with Operating Systems: Each program has automated its individual operation. As a result, separate automated systems exist for capital asset management systems and work order/accounting systems. In order to forecast and plan for future resource requirements and maximize the utilization of existing resources, an integrated fiscal, operating and capital management system is necessary. Funds are currently allocated for the design of such a system and additional resources will be required to fully integrate the system. This integration will allow for the creation of a Public Building Renewal/Replacement Fund in FY 2000-01.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$723,950	\$1,300,728	\$1,194,870	\$445,600
Fines & Forfeitures	1,700	1,500	800	800
Inter-Departmental Charges	4,772,422	6,600,529	6,362,488	6,674,709
Other	3,789,946	3,290,834	3,147,355	5,145,492
Central Services Charges	13,322,730	14,201,372	12,885,000	13,482,822
TOTAL	\$22,610,748	\$25,394,963	\$23,590,513	\$25,749,423
APPROPRIATIONS				
Personal Services	\$16,356,109	\$18,156,730	\$17,594,377	\$18,600,953
Operating Expenses	13,502,322	16,716,563	14,657,629	16,530,957
Capital Outlay	5,489,631	5,631,431	3,295,320	8,325,780
Debt Service	8,557	-	-	-
Non-Operating	(8,352)	1,870,575	-	1,065,604
TOTAL	\$35,348,267	\$42,375,299	\$35,547,326	\$44,523,294
STAFFING				
Positions	376	384	384	386
Full Time Equivalents (FTEs)	348.50	356.50	357.50	359.50

Preventative Maintenance and Aging Assets:

Significant development of County facilities took place during the late 1980's and early 1990's. Currently, the bulk of the County's facilities are approaching critical periods in the lives of their major and critical building systems and equipment. Tough decision making, in both financial and daily operations management, will be required to maximize the effective useful lives of the systems and equipment. In lieu of additional manpower, the Department will face significant challenges in balancing its resources between preventive maintenance, trouble calls, and user demands which are often "wants" as opposed to "needs."

New Facilities Online: During FY 1998-99, additional new facilities will be brought on line and will require maintenance services by the Department. Due to operational improvements made in other areas, only two additional positions will be required to maintain these facilities.

Increase in Repair and Maintenance Costs: The additional facilities constructed and occupied in FY 1997-98 will require increases in the repair and maintenance budget lines to service the additional building systems and equipment which will be out of warranty.

Procurement Services: Revisions to the Purchasing Ordinance, and efforts to decentralize responsibility for various procurement activities, resulted in a significant increase in the Department's workload associated with procurement activities, particularly in the area of minor construction activities and manufacturer installations. The identification and use of alternate, creative, and new procurement approaches will be critical to the effectiveness of this service. Increasing M/WBE participation and M/WBE development will be a key focus of the Department.

Significant Changes from Prior Years

Following are supplemental funding requests included in the FY 1998-99 budget:

- **Communications:** The County's new Tower Ordinance requires testing of existing radio transmitters for compliance with maximum permissible exposure limits for field strength and power density. Future transmitter installations will include testing as part of installation project. **Fiscal Impact: \$15,000.**

As part of the County's proposed 800Mhz System, it was determined that the most cost and technically effective approach to providing coverage in the Glades area is by placing County radio equipment on a private tower located in Belle Glade in lieu of constructing a new tower. The tower lease costs will be an annual expenditure. **Fiscal Impact: \$31,000.**

Communications Division has developed a plan which will allow County technicians to maintain channel backbone network multiplex equipment which is currently maintained by BellSouth. Implementation of this plan will reduce annual

County costs by \$35,000 and not require additional staff. An inventory of required parts and equipment will be required as a one-time cost.

Fiscal Impact: \$20,000.

- **Facilities Management:** Facilities Management has completed the first year of implementation of Maximo, its Computerized Maintenance Management System. The final portion of the system to be implemented is the inventory control module. Inventory scanners and accessories are required for the central warehouse and for each region. Implementation will increase control and decrease field time for inputting and closing work orders as well as expedite part delivery times. **Fiscal Impact: \$41,800.**
- **Fleet Management:** Fleet Management's reserve will be reduced for the second year. The FY 1998-99 reduction will be approximately \$500,000. It is unlikely that a reduction in the reserve will be recommended for FY 2000. **Fiscal Impact: \$500,000.**

Definition of Program and Services

To provide a full range of architectural, engineering, contract, and project management services directed toward insuring the highest possible quality and value in the design and construction of all County capital projects. Primary services include:

- ◆ procure architectural and engineering services for capital projects;
- ◆ administer bids and other procurement related activities for capital projects; and
- ◆ administer capital project construction activity.

Program Objectives for FY 1999

1. Continue to improve the capital project implementation process through the utilization of proven, effective program management techniques.
2. Expand the use of customer driven designs to increase customer satisfaction as reflected in a reduction in the value of user initiated change orders.
3. Fully implement the partnering program with industry on all projects greater than \$1,000,000 through constructability reviews, value analysis, and construction incentive programs to increase the quality of the buildings and reduce overall costs.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Consultant agreements executed	154	n/a	n/a	130	130
Value of consultant agreements executed	\$2,046,640	n/a	n/a	\$2,600,000	\$2,600,000
Construction contracts/projects executed	22	n/a	n/a	25	25
Value of construction contracts/projects executed	\$50,781,945	n/a	n/a	\$30,000,000	\$30,000,000
Percentage of user initiated change orders	2%	n/a	n/a	2%	2%
Overall percentage of M/WBE participation	n/a	n/a	n/a	20%	20%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Inter-Departmental Charges	\$968,646	\$1,501,583	\$1,501,583	\$1,501,583
Other	-	-	223	-
TOTAL	\$968,646	\$1,501,583	\$1,501,806	\$1,501,583
APPROPRIATIONS				
Personal Services	\$1,275,946	\$1,554,164	\$1,314,907	\$1,387,894
Operating Expenses	85,600	93,277	205,650	221,480
Capital Outlay	12,149	18,464	18,464	4,000
TOTAL	\$1,373,695	\$1,665,905	\$1,539,021	\$1,613,374
STAFFING				
Full Time Equivalents (FTEs)	21.00	21.00	21.00	21.00

Summary of Key Funding/Service Issues

Construction Market Conditions: The construction market conditions in the private sector and Palm Beach County are generally favorable. The result is reduced interest in County work, thus driving project costs upward. Creative design, procurement, and construction solutions are necessary, with the assistance of industry, in order to implement the capital program within previously established budgets.

Developability and Environmental Surveys: The Department will continue its evaluation of the

existing and pending environmental conditions (technical, commercial and legislative) for the purpose of identifying opportunities for increased developability of County lands and reduced developmental costs.

Integration of Construction Input during Design Phase: In a joint effort with the design and construction industries, the County is continuing to secure construction input early in a project to increase the quality of the design and assist in proper budgeting and scheduling.

Definition of Program and Services

To provide telephone, radio, fire alarm, audio, and security systems services to departments and agencies under the Board of County Commissioners and Constitutional Officers. Primary services include:

- ◆ develop, install, and support cost effective and efficient communications systems and networks;
- ◆ provide maintenance for all communications related systems;
- ◆ conduct technical and user needs assessments; develop project specifications and user training;
- ◆ prepare and administer procurement related activities for equipment and support services;
- ◆ manage and optimize an extensive communications backbone network consisting of over 3,500 circuits.

Program Objectives for FY 1999

1. Develop and implement a county wide 800 MHZ trunked radio system to support general government departments, Fire-Rescue, and the Sheriff.
2. Manage a comprehensive electronic security system and centralized courtroom recording system program for the Judicial Center to achieve zero percent unscheduled downtime.
3. Upgrade telephone systems to applicable releases of hardware and software to accommodate new conditions and requirements as they arise, including Year 2000 compliance.
4. Maintain and improve all electronic systems resident on Palm-Tran buses to a high level of reliability to meet customers expectations.
5. Provide new communication systems support for County departments in: Telephone < 7.0 days; Radio < 6.5 days; and Fire Alarm < 3.5 days.

Summary of Key Funding/Service Issues

Palm-Tran Electronic Systems Repair & Maintenance: During FY 1998-99 the Communications Division will provide high quality electronic repair and maintenance for Palm-Tran's buses, bringing these systems up to the high level of reliability expected by customers.

Fire Alarm Systems Expansion: Twenty-six new fire alarm systems for fire houses will be designed. Communications will support these new systems without any increase in resources due to productivity gains through improved maintenance

and remote diagnostic capabilities.

Telephone System Projects: The following telephone service projects are expected to be completed during FY 1998-99: replacement of the system at the Morikami Museum and at building 505-506 plus new service at the new Riviera Beach Headstart facility. Additionally, all necessary upgrades/replacements to resolve telephone compliance issues regarding Year 2000 will be completed.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Inter-Departmental Charges	\$202,394	\$336,535	\$394,971	\$485,987
Other	26,913	-	609	-
TOTAL	\$229,307	\$336,535	\$395,580	\$485,987
APPROPRIATIONS				
Personal Services	\$1,792,112	\$2,029,711	\$2,040,509	\$2,226,806
Operating Expenses	1,761,518	1,980,061	1,953,494	2,234,038
Capital Outlay	147,203	171,180	171,180	25,000
Debt Service	8,557	-	-	-
Non-Operating	(8,352)	-	-	-
TOTAL	\$3,701,038	\$4,180,952	\$4,165,183	\$4,485,844
STAFFING				
Full Time Equivalents (FTEs)	37.00	39.00	40.00	40.00

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Communications Work Orders (CWO) processed	2,410	n/a	n/a	2,500	2,550
Average days to complete CWO:					
Telephone	8.2	n/a	n/a	7.3	7.0
Radio	6.2	n/a	n/a	6.0	6.5
Fire Alarm	2.7	n/a	n/a	2.0	3.5
Trouble reports received	3,680	n/a	n/a	3,600	3,900
Average hours to correct Communications trouble reported:					
Telephone	5.9	n/a	n/a	7.0	6.5
Radio	2.8	n/a	n/a	9.0	3.0
Fire Alarm	3.6	n/a	n/a	3.0	4.5
Audio	2.6	n/a	n/a	2.0	3.0
Systems/devices maintained:					
Telephone	6,404	n/a	n/a	6,000	6,700
Radio	1,544	n/a	n/a	1,500	1,650
Fire Alarm	151	n/a	n/a	125	175
Audio	272	n/a	n/a	254	425
Percent of uptime of central recording system in the Judicial Center	100%	n/a	n/a	100%	100%

Definition of Program and Services

To operate and maintain County facilities and provide associated services to the County departments, Constitutional Officers, and the public. Primary services include:

- ◆ preventative and corrective maintenance, as well as replacement of equipment and related systems in County owned buildings;
- ◆ custodial/janitorial and landscaping services in designated buildings/sites;
- ◆ security services, including day and night manned posts, patrol services and security surveys;
- ◆ operation of the parking facilities associated with the Governmental Center and Judicial Center complexes; and
- ◆ after hours Facility related emergency response services;

Program Objectives for FY 1999

1. Revise the Preventive Maintenance Systems and increase the work order count to 25% of total work orders.
2. Increase customer satisfaction by responding promptly to work requests thereby decreasing response time by an average of one day.
3. Enhance parking receipts by monitoring the capacity utilization of daily/monthly parking spaces and reallocating available spaces to the public.
4. Decrease the number of service call backs and custodial complaints by an average of 5% annually.

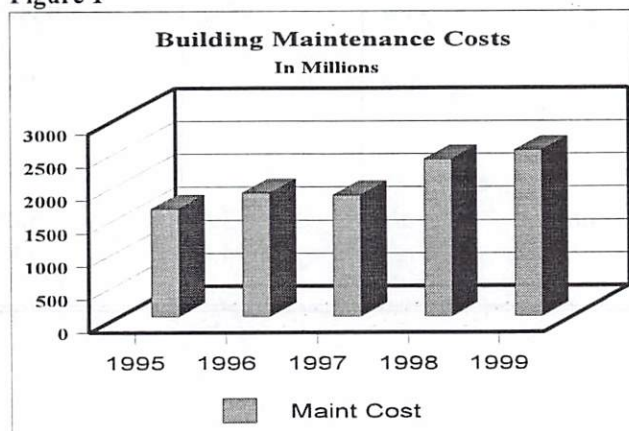
PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Maintenance cost per square foot	\$1.74	n/a	n/a	\$1.93	\$1.97
Response time to work orders (days)	13.65	n/a	n/a	10	9
Cleaning cost per square foot	\$0.90	n/a	n/a	\$0.92	\$0.92
Custodial complaints	19	n/a	n/a	80	76
Ratio of preventative maintenance to corrective maintenance performed	1:8	n/a	n/a	1:4	1:4
Security surveys conducted	11	n/a	n/a	11	11
Average daily peak (parking) occupancy	n/a	n/a	n/a	n/a	90%
Public parkers accommodated	226,000	n/a	n/a	230,000	230,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$723,950	\$1,300,728	\$1,194,870	\$445,600
Fines & Forfeitures	1,700	1,500	800	800
Inter-Departmental Charges	3,570,326	4,747,937	4,451,460	4,672,665
Other	2,010	7,100	7,486	4,200
TOTAL	\$4,297,986	\$6,057,265	\$5,654,616	\$5,123,265
APPROPRIATIONS				
Personal Services	\$9,757,285	\$10,772,333	\$10,542,311	\$10,975,722
Operating Expenses	5,113,548	6,995,981	6,581,420	7,533,543
Capital Outlay	103,785	210,099	177,516	167,752
TOTAL	\$14,974,618	\$17,978,413	\$17,301,247	\$18,677,017
STAFFING				
Full Time Equivalents (FTEs)	214.50	219.50	219.50	221.50

Summary of Key Funding/Service Issues

Facility Improvements: Planned work will continue in the modification, enhancement and restoration of various facilities. This will be achieved by expanding work in the areas of weatherproofing, internal/external paintings, roof repairs/replacements, upgrading back flow preventors, A/C system rectifications, chiller replacements, and energy conservation measures. These improvements will extend building life, decrease maintenance and operating costs, and improve the quality of life of the occupants. Building maintenance costs are significant and rising; see **Figure 1**

Figure 1



Maintenance Management System (MMS): To date, significant success has been achieved in making the Maximo system operational. Installation has been completed with the Work Order, Purchase Order, Labor and Labor Reporting, Resources, and Inventory modules. During FY 1998-99, the PM, Work Manager, Job Plans, and an expansion of the Equipment modules will be implemented. Systemwide, plans are being developed for the acquisition and installation of bar coding equipment. The successful testing and deployment of this equipment will eventually complete the Maintenance Management System. The full implementation goal is to provide better customer service reports, cost measurement and accountability.

Service Agreements: The format for this agreement is expected to be complete in FY 1997-98 and fully implemented in FY 1998-99. This agreement is expected to define the services offered to the Division's customers and the funding responsibilities associated with the services offered. The agreement will be subject to annual review and is expected to improve customer dialogue and services.

Definition of Program and Services

To manage the County's fleet management program. Primary services include:

- ◆ manage the equipment/vehicle policy fund, including specifications, acquisitions, assignment, funding, and disposal;
- ◆ provide preventive (PM) and corrective (CM) maintenance services on vehicles and equipment; and
- ◆ purchase fuel and manage County fueling sites.

Program Objectives for FY 1999

1. Maintain the same rates on labor and parts mark-up.
2. Maintain same level of performance measures as in FY 1997-98.
3. Implement a fuel cost reduction of 10¢ per gallon on gasoline.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Percent scheduled repairs vs all repairs completed	48%	n/a	50%	55%	55%
Labor rate (\$/hour)	\$43	n/a	\$56	\$43	\$43
Productivity (% of billable hours vs. available hours)	109%	n/a	80%	100%	100%
Equipment availability (%)	95%	n/a	95%	95%	95%
Vehicles/equipment per mechanic	94	n/a	n/a	90	90
Replacement policy - average age of equipment (years)					
On road	4.6	n/a	n/a	3.4	3.4
Off road	3.99	n/a	n/a	4.0	4.0

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other	\$3,761,023	\$3,283,734	\$3,138,886	\$5,141,292
Central Services Charges	13,322,730	14,201,372	12,885,000	13,482,822
TOTAL	\$17,083,753	\$17,485,106	\$16,023,886	\$18,624,114
APPROPRIATIONS				
Personal Services	\$2,826,802	\$3,006,210	\$2,906,240	\$3,144,912
Operating Expenses	6,315,032	7,400,896	5,695,258	6,284,570
Capital Outlay	5,216,994	5,207,425	2,903,897	8,129,028
Non-Operating	-	1,870,575	-	1,065,604
TOTAL	\$14,358,828	\$17,485,106	\$11,505,395	\$18,624,114
STAFFING				
Full Time Equivalents (FTEs)	63.00	63.00	63.00	63.00

Summary of Key Funding/Service Issues

Additional Service Hours: Fleet Management has implemented a split 10 hour, 4 day work week which has allowed service hours to be expanded two additional hours per work day.

Reduction of Fleet Management Replacement Policy Fund: A one time 15% reduction (\$750,000) was made to the replacement policy rates in FY 1997-98. An additional \$500,000 reduction to the reserves in FY 1998-99 will have a long term effect as rates do not change until existing vehicles/equipment are replaced.

Interlocal Agreements with Cities: Fleet Management began providing services to Pahokee in FY 1996-97 and Lake Clark Shores in FY 1997-

98. This was accomplished at existing facilities with no added staff. Therefore, the revenues associated with parts mark-up and labor serve to reduce costs to other customers.

Generator Repair: With no additional staffing, Fleet Management has assumed maintenance of fuel and driver (engine) portion of all County generators with the exception of Fire-Rescue.

Reduction of Gas Costs: Through staff's research, it was discovered a refund of 10¢ per gallon was due to Fleet Management's fund. This reduction will be passed directly back to Fleet Management's fuel customers.

Definition of Program and Services

To provide a full range of real estate services to departments and agencies under the Board of County Commissioners and Constitutional Officers. Primary services include:

- ◆ acquire property and dispose of surplus properties;
- ◆ administer leases for County leased facilities;
- ◆ coordinate civic site acquisitions and use; and
- ◆ respond to public inquires/complaints concerning County property.

Program Objectives for FY 1999

1. Increase disposition/exchange of surplus properties by 10%.
2. Increase utilization of civic sites by 50%.
3. Continue to acquire additional properties at or below appraised value.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Properties acquired (purchased, dedicated or long term lease)	32	n/a	n/a	84	131
Acquisitions avoided through the use of civic sites	2	n/a	n/a	1	1
Number/percentage of County funded property acquired at/below appraised value	31/97%	n/a	n/a	84/100%	131/100%
Revenues generated from sale/cash out of surplus/civic site properties	\$653,011	n/a	n/a	\$1,412,000	\$610,722
Amount/percent of lease revenues collected	\$421,145/ 96.0%	n/a n/a	n/a n/a	\$421,712/ 100%	\$421,712/ 100%
Cost avoidance due to exchange of County property	\$0	n/a	n/a	\$1,500,000	\$830,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Inter-Departmental Charges	\$31,056	\$14,474	\$14,474	\$14,474
Other	-	-	150	-
TOTAL	\$31,056	\$14,474	\$14,624	\$14,474
APPROPRIATIONS				
Personal Services	\$703,964	\$794,312	\$790,410	\$865,619
Operating Expenses	226,624	246,348	221,807	257,326
Capital Outlay	9,500	24,263	24,263	-
TOTAL	\$940,088	\$1,064,923	\$1,036,480	\$1,122,945
STAFFING				
Full Time Equivalents (FTEs)	13.00	14.00	14.00	14.00

Summary of Key Funding/Service Issues

Additional Programs: The capital programs of Parks and Fire-Rescue are expanding significantly. In addition, Environmental Resources has developed new acquisition programs which have offset the planned phase out of the ESLAP program. While the moratorium on new communication towers delayed staffing demands for that program, it is expected to resume with significant demand. One new position was transferred to PREM from within the Department. However, prioritization of new projects will be critical to meeting increased demand for services.

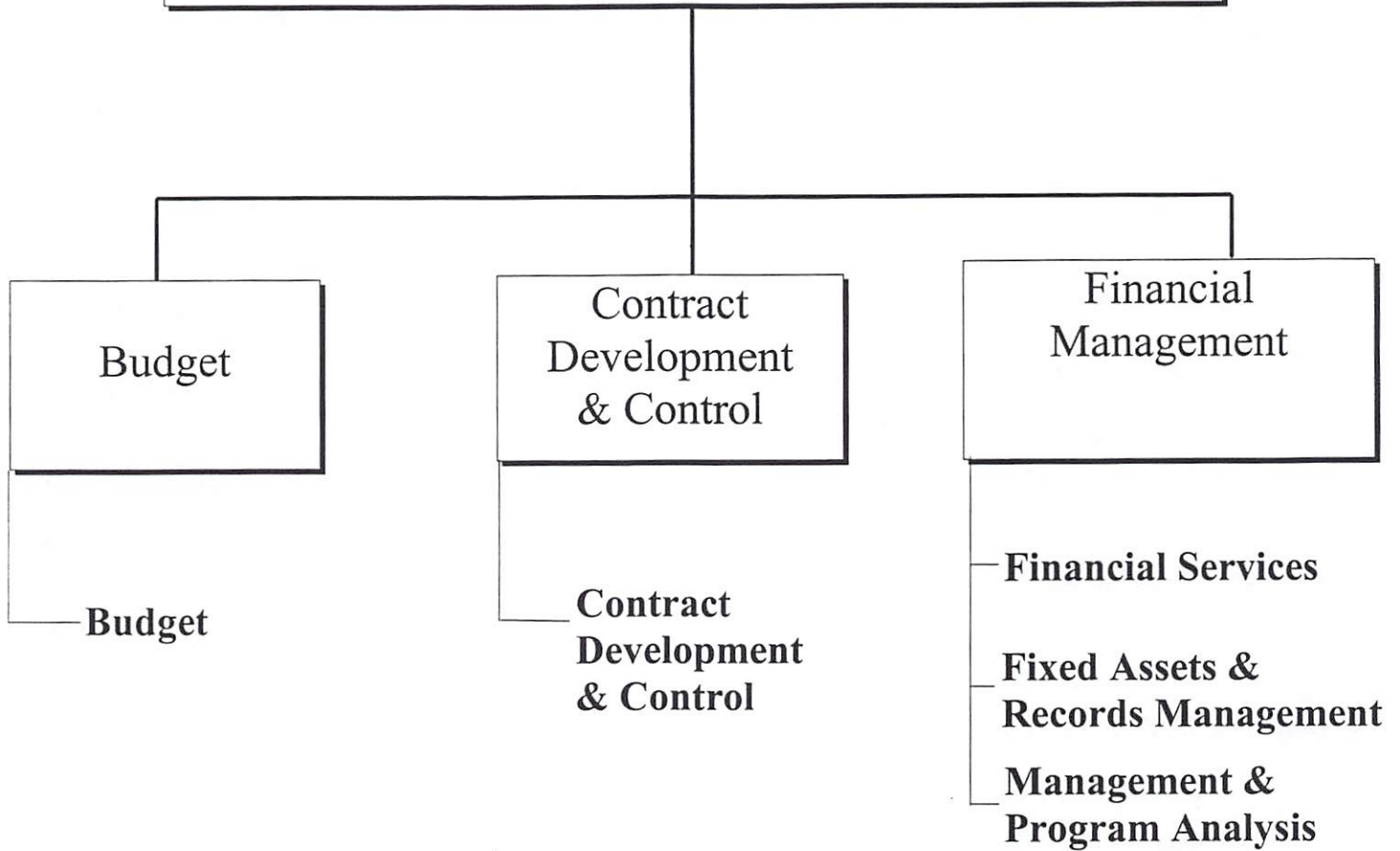
Surplus Property Dispositions: Revenues from the sale of County properties continue to decrease as the more valuable properties in the inventory have been sold or are being used for County purposes.

Resident opposition to the sale of County owned parcels based on "loss of green space" and "impacts of development" is expected to continue to increase.

Communication Tower Program: PREM's experience in dealing with the wireless industry has been troublesome. The industry is going through substantial changes to the way their acquisition programs have been conducted. During this transition, it has been extremely difficult to work with industry and the staffing demands outweigh the potential monetary benefit. Staff will explore outsourcing this program to one of several companies specializing in this area. This will allow the redirection of staff a focus on core services to County departments.



Office of Financial Management & Budget



40 Positions

Office of Financial Management & Budget



1. Director

2. Deputy Director

3. Chief of Staff

4. Chief Financial Officer

5. Chief Information Officer

6. Chief of Administration

7. Chief of Compliance

8. Chief of Legal Affairs

9. Chief of Policy & Planning

10. Chief of External Relations

11. Chief of Internal Affairs

12. Chief of Human Resources

13. Chief of Information Technology

14. Chief of Security

15. Chief of Facilities

16. Chief of Transportation

17. Chief of Communications

18. Chief of Public Affairs

19. Chief of Governmental Relations

20. Chief of Intergovernmental Relations

21. Chief of Legislative Affairs

22. Chief of Executive Affairs

23. Chief of Judicial Affairs

24. Chief of Constitutional Affairs

25. Chief of Federal Affairs

26. Chief of State Affairs

27. Chief of International Affairs

28. Chief of Foreign Affairs

29. Chief of Global Affairs

30. Chief of Multilateral Affairs

31. Chief of Bilateral Affairs

32. Chief of Regional Affairs

33. Chief of Subregional Affairs

34. Chief of Local Affairs

35. Chief of Community Affairs

36. Chief of Civil Society Affairs

37. Chief of Non-Governmental Affairs

38. Chief of Academic Affairs

39. Chief of Professional Affairs

40. Chief of Artistic Affairs

41. Chief of Cultural Affairs

42. Chief of Historical Affairs

43. Chief of Archaeological Affairs

44. Chief of Anthropological Affairs

45. Chief of Linguistic Affairs

46. Chief of Literary Affairs

47. Chief of Musical Affairs

48. Chief of Dramatic Affairs

49. Chief of Cinematic Affairs

50. Chief of Televisual Affairs

51. Chief of Media Affairs

52. Chief of Journalism Affairs

53. Chief of Publishing Affairs

54. Chief of Broadcasting Affairs

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98. Chief of Intergovernmental Affairs

99. Chief of Legislative Affairs

100. Chief of Executive Affairs

Mission

To maintain the sound financial condition of County government by providing management with timely and accurate decision-making information regarding policy and operating issues; advising the Board of County Commissioners and the County Administrator on the availability and allocation of fiscal resources; monitoring and reporting budget and operational performance; conducting independent studies for improvement; establishing financial policies and procedures to govern operating practices; and providing centralized control over County assets, records, and contractual obligations.

Summary of Services/Facilities

The Office of Financial Management and Budget (OFMB) is responsible for the direction, administration, and evaluation of the County's financial management systems. Primary services involve: preparing and administering the annual budget; providing advice and assistance to County staff; evaluating the fiscal impact of Board agenda items; conducting studies of County programs and assisting with the implementation of recommended improvements; planning for future financing needs; developing countywide financial policies;

maximizing the collection of monies due the County; preparing and reviewing formal contracts; administering the impact fee ordinance; conducting periodic inventories and reconciliations of fixed assets; and administering the records management program.

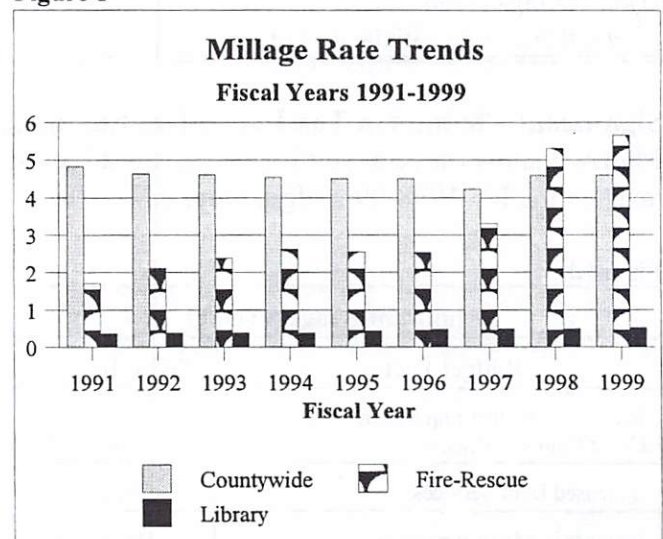
OFMB is comprised of three Divisions: Budget, Contract Development and Control (CDC), and Financial Management.

Trends and Issues

Pressure on Ad Valorem Tax Rate: After reducing or maintaining the countywide millage rate for the past eight consecutive years, the FY 1997-98 budget had a millage rate of 4.60, an 8.6% increase over the prior year rate. At that time, the Library Taxing District held its millage rate constant while the Fire-Rescue District increased its millage with the removal of the Town of Jupiter to a separate MSTU. For FY 1998-99, the Countywide rate has been held constant while both the Library and the Fire-Rescue Districts found it necessary to increase due to higher demands for service. **Figure 1** shows the trend of millage rates.

Countywide Ad Valorem Tax Rate Held Constant: The move in FY 1997-98 to increase the countywide millage to 4.60 mills was necessitated in large part by reduced balances forward and reserves. Based on OFMB's five-year projections, a constant

Figure 1



millage rate of 4.60 mills will be sufficient to maintain existing operations without the need for

additional tax increases. The FY 1998-99 budget was balanced without a millage increase. In doing so, a considerable amount was cut from departmental supplemental requests and capital outlay and a number of higher service level proposals were not funded. However, the Reserve for Balances Forward has been increased over \$ 2

million from the FY 1997-98 adopted budget. It is essential to maintain adequate reserves and fund balance in order to keep the County's AA bond rating. **Figure 2** provides a comparison of Funding Levels for Selected Reserves.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$94,292	\$93,120	\$82,904	\$88,600
Other	191,532	140,000	150,082	150,000
TOTAL	\$285,824	\$233,120	\$232,986	\$238,600
APPROPRIATIONS				
Personal Services	\$2,321,954	\$2,460,015	\$2,389,539	\$2,485,168
Operating Expenses	488,453	686,448	572,338	605,101
Capital Outlay	27,841	152,878	142,527	23,415
TOTAL	\$2,838,248	\$3,299,341	\$3,104,404	\$3,113,684
STAFFING				
Positions	40	40	40	40
Full Time Equivalents (FTEs)	40.00	40.00	40.00	40.00

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Bond ratings (Moody's)	AA	AA	A1	AA	AA
Overall customer satisfaction rating	n/a	n/a	n/a	n/a	n/a

Significant Changes in Tax Equivalent Funding:

Figure 3 shows several significant factors affecting taxes in the FY 1998-99 budget process.

Figure 3

Significant Budget Factors	
Budget Factor	Fiscal Impact
Increase in budget requests of Constitutional Officers	\$6,700,000
Increased Debt Services	\$1,200,000
Increase in Major Revenues	(\$6,300,000)
Increase in BCC Department Budget Requests	\$3,600,000

Figure 2

Comparison of Funding Levels for Selected Reserves			
Reserve Title	FY 1996	FY 1998	FY 1999
Balances Forward Reserves	\$18,000,000	\$24,020,454	\$26,045,020
Tax Stabilization Reserve	\$9,990,702	\$0	\$0

Special Projects Anticipated for FY 1998-99:

OFMB provides financial advice and assistance to departments and Administration on a variety of projects and issues. Following are examples of major projects staffed by OFMB.

- Bond Financing and Refinancing
- Convention Center and Arena
- External Auditor Selection
- Impact Fees Update

- In-House Collection Program
- Special Assessments

Significant Changes From Prior Year

Impact Fee System Study: An additional impact fee consultant will be utilized to study and provide recommendations for changes in the overall impact fee system and the ordinance. **Fiscal Impact: \$15,000.**

Bar Code Conversion of Fixed Assets: The conversion of all County fixed assets to bar code has been completed. County staff has been trained to use the bar code scanners. This system will enhance the internal controls of the annual inventory process.

Impact Fees Increase: The Board of County Commissioners approved a 10% increase compounded annual for the next three years for road, fire-rescue, libraries, and parks. The Board increased public buildings, schools and law enforcement patrol impact fees to the 95% level of the authorized amount. It is anticipated that the increases will generate an additional \$4.2 million annually.

Definition of Program and Services

To prepare and administer the County's annual budget in accordance with Florida Statutes and policies of the Board of County Commissioners; and fulfill an oversight role on behalf of County Administration and the Board of County Commissioners. In addition, this program provides general advice and assistance to County departments, members of the public, media representatives, and other units of government. Primary services include:

- ◆ prepare the County's annual operating and capital budgets;
- ◆ analyze and process all changes to the adopted budget;
- ◆ plan for future operating and capital requirements;
- ◆ report on financial trends and issues, status of major projects, and departmental performance measurement data;
- ◆ review and comment on the fiscal impact of Board agenda items; and
- ◆ provide financial expertise, assistance, and information to the Board, Administration, departments, citizens, and media representatives.

Program Objectives for FY 1999

1. Refine the financial forecast model to provide a more reliable estimate of future funding requirements.
2. Reduce quarterly report turnaround time to 45 calendar days.
3. Achieve GFOA's "Especially Notable" designation in at least one of the four rating categories.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Agenda items reviewed	1,502	n/a	n/a	1,800	1,800
% agenda items requiring rework	n/a	n/a	n/a	2%	2%
Budget transfers/amendments reviewed	1,449	n/a	n/a	950	950
Budget availability statements prepared	576	n/a	n/a	900	900
Special projects/studies completed	52	n/a	n/a	70	70
Fiscal impact of projects/studies	n/a	n/a	n/a	\$50,000	\$50,000
Avg. calendar days from end of qtr. to:					
release of Quarterly Report	42	n/a	n/a	45	45
release of Capital Projects Report	51	n/a	n/a	45	45

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$951,241	\$1,010,003	\$942,497	\$1,005,325
Operating Expenses	140,741	203,567	179,362	163,320
Capital Outlay	10,228	6,528	6,528	5,000
TOTAL	\$1,102,210	\$1,220,098	\$1,128,387	\$1,173,645
STAFFING				
Full Time Equivalents (FTEs)	15.90	16.00	16.00	16.00

Summary of Key Funding/Service Issues

Five Year Forecasting Refined: The FY 1998-99 budget process incorporated five-year projections formulated for the FY 1997-98 budget. During the upcoming year, the basic assumptions will be reviewed and updated. Additionally, information on pending debt issuances will be added.

ISS Technical Users Committee Participation: The Budget Office is participating on the ISS Technical Users Committee. This is a management line committee established to adopt standards and procedures recommended by ISS and the Technical Users Group. A staff member has been appointed to the Standards sub-committee. The sub-committee will assist in the joint establishment of IT standards.

Budget Division Reorganized: Preparation of the FY 1998-99 budget was the first major task undertaken by the newly reorganized Budget Division. Operating with one less manager than in the past, three teams have been established of one Senior Budget Analyst (Team Leader) and two Budget Analysts, each. Using a team approach to problem solving, team members are encouraged to work among themselves for solutions. In this way, Team Members become familiar with each others assignments and informal, but valuable, cross-training results

Definition of Program and Services

To serve as the clearing house for coordinating all formal contracts in compliance with Board policies. Standardized contracts are developed to facilitate the initiation, completion and approval process. Primary services include:

- ◆ review contracts, agenda items/RFPs/bid documents;
- ◆ participate in contract negotiations by assisting with drafting and developing contracts;
- ◆ make site visits to departments to determine compliance with County policies relating to terms/conditions of contracts;
- ◆ compile M/WBE statistical data and Change Orders/Amendment reports;
- ◆ maintain a database register for tracking, updating, and monitoring contracts;
- ◆ provide reports on a monthly basis to BCC Members and the Clerk's office in relation to contract change activities and to management team and department heads relating to contract expiration; and on a quarterly basis to contract monitors; and
- ◆ draft/review countywide policies and procedures pertaining to contracts; and serve as a voting member on numerous countywide committees.

Program Objectives for FY 1999

1. Perform 6 reviews of operating departments to evaluate contract procedures and verify compliance.
2. Provide three Contract workshop training sessions to County employees.
3. Revise and update Contract Register database capability.
4. Assist in the development of and become the repository of standard contracts.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Agenda items reviewed and processed	1,066	-25%	n/a	1,000	1,100
Agenda items requiring rework	72	n/a	n/a	80	50
COs, etc., reviewed and processed	1,365	+169%	n/a	1,300	1,400
New contracts reviewed and processed	471	-19%	n/a	500	600
\$ value (mil.) new contracts reviewed	\$167	+190%	n/a	\$200	\$200
Contracts monitored	2,682	+217%	n/a	2,500	2,750
\$ value (mil.) of contracts monitored	\$665	+114%	n/a	\$1,000	\$900
Procurement items reviewed/processed	n/a	n/a	n/a	n/a	120

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$352,404	\$367,291	\$367,002	\$376,185
Operating Expenses	30,169	44,383	40,130	45,796
Capital Outlay	6,191	2,697	2,561	2,200
TOTAL	\$388,764	\$414,371	\$409,693	\$424,181
STAFFING				
Full Time Equivalents (FTEs)	6.50	6.35	6.35	6.35

Summary of Key Funding/Service Issues

Revenue Generating Contracts: During FY 1998-99, OFMB/CDC will continue to work with departments to explore opportunities to enter into and develop revenue producing contracts to increase revenue to the County.

Continuation of Contract Site Visits: In FY 1997-98, OFMB/CDC continued site visits to various County agencies to review contracting procedures. Expertise of CDC shared through a consistent number of site visits for FY 1998-99 will assist the County in standardizing contracting procedures and documents, as well as enforcing compliance with Board policies. This program has been beneficial to County departments, as evidenced by feedback and responses to CDC reports.

CDC Expands Review Role: At the direction of the County Administrator, CDC has assumed a more active role in the front-end development of contracts,

RFPs, IFBs, and other specification documents as well as participation on selection and negotiation committees. In addition, the Division was assigned responsibility for reviewing contracts that are executed at the staff level.

Countywide PPM Review: CDC had been appointed to serve on the Countywide PPM Review Committee, which is in the process of reviewing all existing Countywide PPM's and reviews all proposed new PPM's.

Continuation of Monthly Expiration Reports: In order to assist County agencies in the renewal of existing contracts in a timely manner, CDC continues to furnish the management team and department heads with monthly reports at three and six month intervals for expiring contracts. The number of late renewals for existing Contracts has decreased significantly.

Definition of Program and Services

This program consists of Impact Fee Administration, County Collections, and Debt Administration. Primary services include:

- ◆ provide information about the County's Impact Fee Program to staff, the public, and developers;
- ◆ provide training to County and municipal staff on the assessment, collection, remittance, and expenditure of impact fees;
- ◆ monitor outside collection contracts and evaluate the effectiveness of the collection agency;
- ◆ review and enhance County policies and procedures to identify and minimize past due debts;
- ◆ evaluate the fiscal impact and financing alternatives for long term financing of future capital projects;
- ◆ coordinate with the financial advisor in bond issuance and other debt management activities; and
- ◆ prepare the County's annual debt service budget.

Program Objectives for FY 1999

1. Continue the municipal visitation program that focus on impact fee compliance.
2. Begin the Impact Fee Review Process for the year 2000.
3. Report departmental collection of debts over 120 days.
4. Monitor and evaluate the effectiveness of "routine debt" collection contracts.
5. Monitor and report on the recovery of Court Costs.
6. Provide long term financing scenarios for identified projects.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Average days to process:					
independent calculation of fees	10	n/a	n/a	20	20
impact fee refunds	18	n/a	n/a	15	15
Percent of impact fee appeals won	50%	n/a	n/a	100%	100%
Impact fee training sessions held	0	n/a	n/a	1	3
Debt cases referred for outside collection:					
liens and judgments	157	n/a	n/a	5,000	5,000
routine	8,009	n/a	n/a	10,000	10,000
Dollars collected by internal efforts	\$396,674	n/a	n/a	\$75,000	\$75,000
Special projects/financial analyses	24	n/a	n/a	20	20

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES				
User Fees	\$94,292	\$93,120	\$82,904	\$88,600
TOTAL	\$94,292	\$93,120	\$82,904	\$88,600
APPROPRIATIONS				
Personal Services	\$451,813	\$541,541	\$534,930	\$545,207
Operating Expenses	45,710	57,734	48,632	70,951
Capital Outlay	5,932	5,916	5,916	-
TOTAL	\$503,455	\$605,191	\$589,478	\$616,158
STAFFING				
Full Time Equivalents (FTEs)	5.40	7.00	7.00	7.00

Summary of Key Funding/Service Issues

Impact Fees Increase: The Board of County Commissioners approved a 10% increase compounded annually for the next three years covering roads, fire-rescue, libraries, and parks. The Board increased public buildings, schools and law enforcement patrol impact fees to 95% of the authorized amount. It is anticipated that the increases will generate an additional \$4.2 million annually.

Municipal Visitations: The Impact Fee Office will continue to make site visits to municipalities to provide one on one training on impact fee assessment, collections, and remittance of the fees to the County. Three municipalities were afforded this opportunity during FY 1997-98.

Policies and Procedures Finalized: The Collections Office is now in its fourth year of operation. Policies and procedures for the collections process as well as Administrative Orders issued by the Chief Judge have either been developed or revised to enhance the recovery of funds that are legally due to the County.

New Legislation Passed: The Collections Division in conjunction with the Court has been instrumental in getting legislation passed that allows the County, effective July 1, 1998, to send past due criminal judgements out to a collection agency and the respective agency is permitted to add their contracted fee on the judgement amount so that the County bears no cost on the collection of this debt.

Definition of Program and Services

To provide for the custody and control of fixed assets and the County's official records. Primary services include:

- ◆ tag and establish records for fixed assets acquired by County departments;
- ◆ redistribute surplus equipment to County departments;
- ◆ conduct annual inventory of fixed assets for designated departments;
- ◆ plan and coordinate departments' annual inventory of fixed assets and reconcile to financial records;
- ◆ operate the County's surplus store;
- ◆ provide training in the handling of public records requests; records inventory; retention; disposition; and files management;
- ◆ provide assistance in the inventory, scheduling and disposition of public records; and
- ◆ review and monitor departmental records programs.

Program Objectives for FY 1999

1. Complete 50% of the bar coding of facilities/rooms numbers.
2. Refine Fixed Asset Subsystem in LGFS to appropriately track Construction Work In Progress.
3. Conduct ten training seminars on public records requests, retention, disposition and files management.
4. Dispose of 6,000 cubic feet of records that have met their legal retention requirements.
5. Perform 30 departmental records management monitoring visits and 17 inspections of record storage and microfilm quality control.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Revenues from surplus asset disposals	\$591,313	n/a	n/a	\$600,000	\$700,000
Savings from reuse of surplus assets	\$501,667	n/a	n/a	\$500,000	\$500,000
Records Mgmt. training seminars held	11	n/a	n/a	10	10
Cubic feet of records disposal	6,044	n/a	n/a	6,000	6,000
Records storage areas inspected	5	n/a	n/a	6	6
Microfilm quality control inspections	12	n/a	n/a	11	11

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other	\$191,452	\$140,000	\$150,011	\$150,000
TOTAL	\$191,452	\$140,000	\$150,011	\$150,000
APPROPRIATIONS				
Personal Services	\$298,550	\$323,707	\$326,330	\$332,116
Operating Expenses	263,609	363,676	287,539	300,347
Capital Outlay	4,786	134,684	124,469	16,215
TOTAL	\$566,945	\$822,067	\$738,338	\$648,678
STAFFING				
Full Time Equivalents (FTEs)	7.45	7.40	7.40	7.40

Summary of Key Funding/Service Issues

Implementation of Bar Code System-Phase Two:

This project is a joint effort between the Fixed Assets Management Office, Facilities Management Division, Fire-Rescue, and Water Utilities to identify and bar code all room numbers in County facilities. This information will assist Departments and Fixed Assets in monitoring and reporting fixed assets.

Thrift Store in Full Operation: The County's Thrift Store has been successful since its reopening in May 1996. It is anticipated that several governmental agencies will utilize the Thrift Store to dispose of surplus fixed assets, lost/ found property and confiscated items. This will be a successful venture among governmental agencies within Palm Beach County.

Records Certification Program: A Records Management Certification Program was initiated in FY 1996-97. To date, forty-nine Certificates have been awarded to County employees.

Monitoring Program: The Records Management Office was required to expand its monitoring duties in FY 1997-98 to include formal, on-site visits and to provide written reports. Thirty departmental records management monitoring visits were performed. Written reports with cost saving recommendations were provided to management. This is an ongoing program.

Definition of Program and Services

To review and analyze program operations (Management Studies) to improve the operational efficiency and effectiveness of the County, develop policies and procedures (PPMs) to provide guidelines and necessary controls over financial operations, and complete limited analyses (Special Projects) to address a particular concern or provide information on a specific issue to Administration or the Board. Primary services include:

- ◆ preparation of management studies;
- ◆ development of PPM's; and
- ◆ completion of special projects.

Program Objectives for FY 1999

1. Complete a minimum of eight management studies.
2. Complete two follow-up studies.
3. Complete a minimum of four PPMs.
4. Complete twelve special projects.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Management studies completed	8	n/a	n/a	8	8
Follow-up studies completed	1	n/a	n/a	2	2
% management study recommendations implemented	n/a	n/a	n/a	80%	80%
PPM's developed	3	n/a	n/a	4	4
Special projects completed	19	n/a	n/a	6	12
% special projects completed within requested time frame	100%	n/a	n/a	100%	100%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$267,946	\$217,473	\$218,780	\$226,335
Operating Expenses	8,224	17,088	16,675	24,687
Capital Outlay	704	3,053	3,053	-
TOTAL	\$276,874	\$237,614	\$238,508	\$251,022
STAFFING				
Full Time Equivalents (FTEs)	4.75	3.25	3.25	3.25

Summary of Key Funding/Service Issues

Annual Project Work Plan to Target Study

Areas: The Management and Program Analysis (MPA) Section focuses on the analysis of specific issues and areas of the organization as directed by the Management Team. An annual work plan of potential projects is developed and prioritized to aid in project selection. Following are examples of projects which have been identified by the Management Team or OFMB for potential review during FY 1998-99.

- Evaluation of/Adherence to Eligibility Criteria Used by Community Services
- Court Reporting in the Public Defender's Office
- Financially Assisted Agencies - Community

Services Monitoring Program

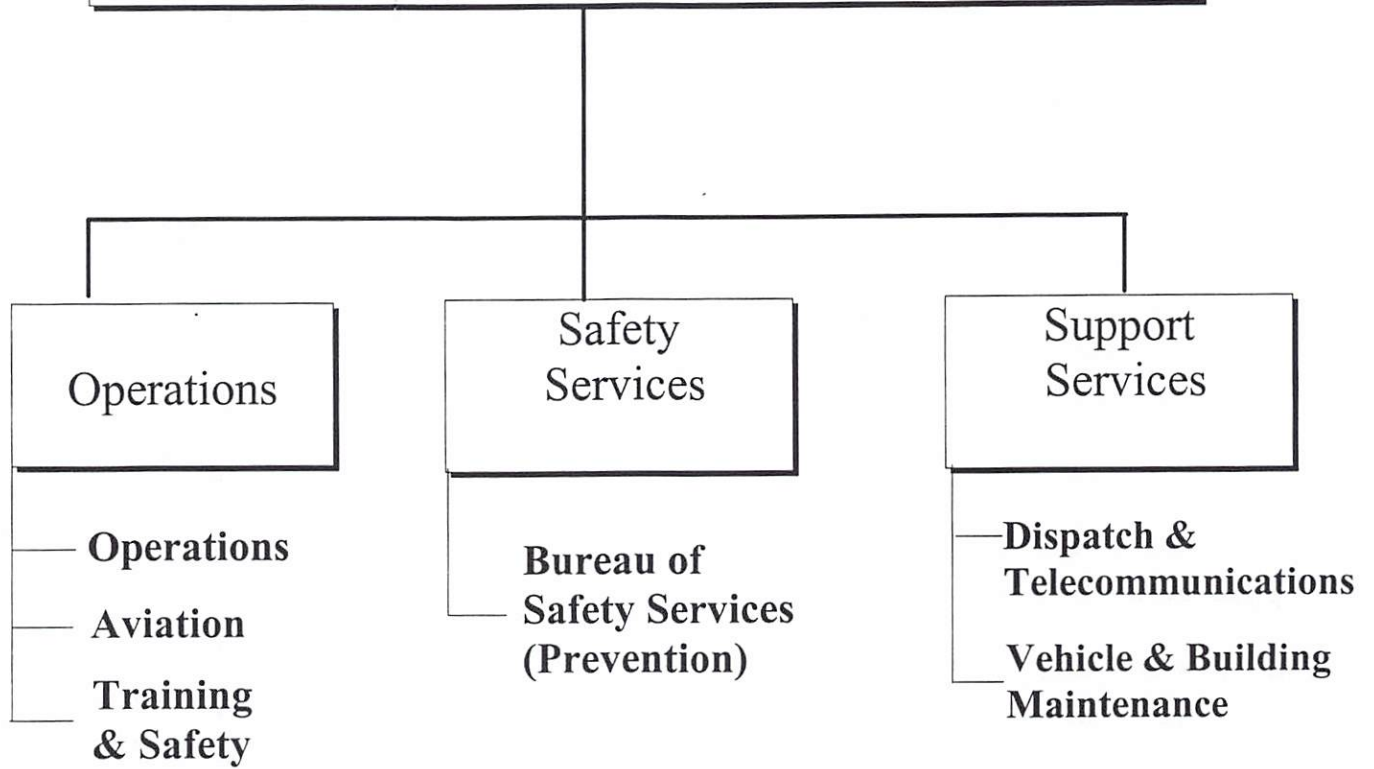
- Misdemeanor Diversion Programs
- Zoning Review Process - Review of Financial Implications
- Microfilming - Centralization or Alternative Format

In addition to these studies, the MPA Section will perform compliance audits of several municipalities involving their municipal impact fee calculations.

Follow-up reports on selected studies will continue to be performed to help ensure that study recommendations are implemented.



Fire-Rescue



885 Positions

THE RECORD

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1000

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Mission

To protect life and property against injury fire through education and code compliance.
To respond to medical emergencies, fire and hazardous materials incidents.

Summary of Services/Facilities

Palm Beach County Fire-Rescue was created by County Ordinance in 1984 to provide fire, emergency medical services, advanced life support, and transport services to the unincorporated area of the County as well as several municipalities. The Department is primarily funded through three Municipal Service Taxing Units (MSTUs). The coastal area and the Glades area MSTUs are funded through ad valorem tax, and the Jupiter MSTU is funded through contractual agreement. The MSTUs together cover 1,839 square miles with a population of 518,975.

The Department is organizationally divided into three major Divisions: Operations; Safety Services; and Support Services. The primary programs are:

- 1) Operations;
- 2) Aviation;
- 3) Bureau of Safety Services (Prevention);
- 4) Dispatch and Telecommunications;
- 5) Training and Safety; and
- 6) Vehicle and Building Maintenance.

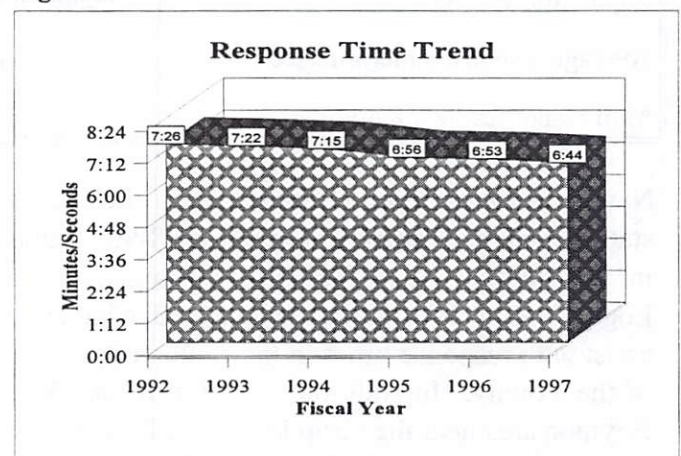
Trends and Issues

Response Times: The primary goal of the Department is to reduce response times. This direction was developed by the Citizens Fire-Rescue Advisory Board and endorsed by the Board of County Commissioners. The current response time standard is 7 minutes 30 seconds and the Department is performing at an average of 6 minutes 44 seconds (**Figure 1**). Steps to further improve response times include additional fire stations in Jupiter, West Boca, and Wellington. It is anticipated that these efforts will assist the Department in maintaining its current level of response time.

Services May Expand to Other Municipalities:

The Lantana merger this year increased the service population by 20,000. The expansion of services to several other municipalities is currently being discussed as well. If this occurs, four additional facilities will be incorporated into the County system to serve an expanded population of 566,000.

Figure 1



This population projection does not include normal increases in growth in the unincorporated area. Inclusion of municipalities in the County Fire-Rescue system allows for the closest unit to respond to an emergency and provides a greater depth of available resources for multiple incidents or a major disaster.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$60,051,904	\$66,311,211	\$63,599,101	\$75,214,651
User Fees/Charges	9,423,250	11,871,022	11,657,931	12,929,793
Grants	162,378	180,215	71,579	90,538
Other	24,973,463	17,169,808	20,546,280	11,107,981
Interfund Transfers	437,490	5,290,840	5,290,842	5,785,531
TOTAL	\$95,048,485	\$100,823,096	\$101,165,733	\$105,128,494
APPROPRIATIONS				
Personal Services	\$59,419,724	\$65,511,632	\$63,888,361	\$69,962,433
Operating Expenses	12,514,584	15,968,061	13,878,983	16,323,477
Capital Outlay	4,539,830	4,739,004	3,734,184	3,439,674
Reserves	-	6,996,458	-	8,692,722
Interfund Transfers	1,790,786	7,607,941	7,710,966	6,710,188
TOTAL	\$78,264,924	\$100,823,096	\$89,212,404	\$105,128,494
STAFFING				
Positions	828	862	861	885
Full Time Equivalents (FTEs)	828.00	862.00	861.00	885.00

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Millage rate	2.4998	+6%	n/a	2.5764	2.7819
Population served	500,000	+7%	n/a	520,000	566,379
Average response time(min./sec.)	6:44	n/a	7:30	6:44	6:40
% of responses over 8 minutes	19%	0%	n/a	17.5%	17%

New Stations Being Constructed: Two new stations will be constructed in FY 1998-99. Funds in the amount of \$1,162,597 for a station in Logger's Run, West Boca are budgeted, which will assist with response times in the southwestern area of the County. In addition, a station in the West Boynton area near the turnpike will be built, with a construction cost of \$1,041,179. **Fiscal Impact:** \$2,203,776.

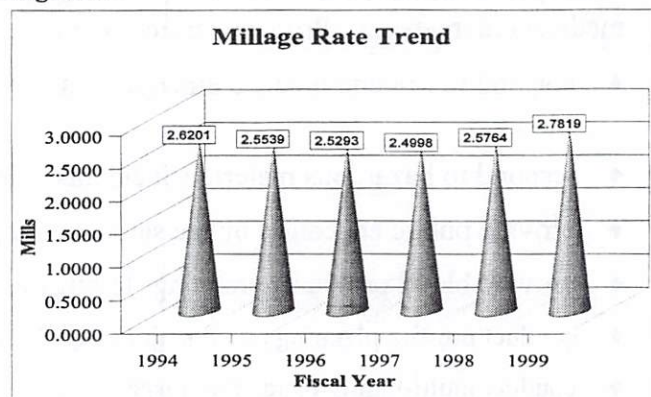
Major Impacts on Budget: Several factors have contributed to the increase from last year's budget. The main MSTU proposed budget includes a \$8.5 million increase in ad valorem taxes. The primary causes for this increase are as follows:

- \$6.6 million decrease in beginning fund balance
- \$3.4 million increase in base personal services
- \$.7 million increase to fund new positions (24)
- \$1.6 million increase in reserves to offset tax requirements in future years.

Significant Changes From Prior Year

Pre-Emptying of Traffic Lights to Improve Response Time: Due to a growing population and increasingly congested roadways, Palm Beach County Fire-Rescue has experienced great difficulty getting through identified critical intersections of major transportation arteries. This has resulted in prolonged response times to the scenes, and excessive travel times to receiving hospitals. The use of traffic pre-emption devices will control these intersections, reduce the Department's average response time, and increase its ability to respond to emergency medical calls in a more timely manner. The first devices will be installed in the southern part of the County in 1998, with increased numbers of devices being proposed for future areas of the county.

Millage Rate Increases: The Department's FY 1998-99 Main MSTU budget, while only 3.68% above last year's amount, is escalating the millage rate (Figure 2). Increases in property valuations have not been keeping pace with the normal

Figure 2

operational increases experienced by the Department and Fire-Rescue experienced a \$6.6 million reduction in beginning fund balance. There is a corresponding increase in ad valorem taxes. Because the County has a 3 mill cap on the Fire-Rescue property levy, it will be a challenge over the next few years to keep the millage rate under this cap.

Definition of Program and Services

The Operations Division is responsible for the actual response to and mitigation of a wide variety of fire and medical emergencies. Primary services include:

- ◆ respond to fire and medical emergencies, conduct suppression activity and/or provide pre-hospital care;
- ◆ respond to hazardous materials incidents, contain contaminants and mitigate exposure;
- ◆ provide public education in fire safety and injury prevention;
- ◆ provide blood pressure screenings to citizens;
- ◆ conduct pre-fire planning on all major target hazards; and
- ◆ conduct multi-family residential inspections.

Program Objectives for FY 1999

1. Reduce the total number of responses with travel time over 8 minutes by 3%.
2. Maintain the average travel time to 4:13.
3. Reduce the average turnout time to 1:04.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Fire responses	18,645	+58%	n/a	19,577	20,556
Medical responses	44,911	+38%	n/a	47,156	49,514
Average daily staffing	144.42	+3%	154	152	152
% of responses with travel times over eight minutes	4.0%	-32%	n/a	3.9%	3.8%
Average travel time (min./sec.)	4:13	-8%	5:00	4:13	4:13
Average turnout time (min./sec.)	1:08	0%	1:00	1:11	1:04

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$51,389,015	\$56,289,074	\$54,495,762	\$64,472,856
User Fees/Charges	4,141,309	5,645,496	5,514,592	6,570,532
Other	21,196,972	14,583,810	17,692,441	9,045,917
Interfund Transfers	437,490	4,492,580	4,535,546	4,968,612
TOTAL	\$77,164,786	\$81,010,961	\$82,238,341	\$85,057,917
APPROPRIATIONS				
Personal Services	\$49,084,060	\$54,507,440	\$53,144,667	\$58,107,733
Operating Expenses	9,029,170	11,195,768	9,904,151	11,083,768
Capital Outlay	2,889,611	2,199,893	2,130,668	1,779,542
Reserves	-	5,930,805	-	7,627,552
Interfund Transfers	1,500,659	7,177,054	7,264,698	6,459,322
TOTAL	\$62,503,501	\$81,010,961	\$72,444,184	\$85,057,917
STAFFING				
Full Time Equivalents (FTEs)	675.02	707.02	700.27	722.27

Summary of Key Funding/Service Issues

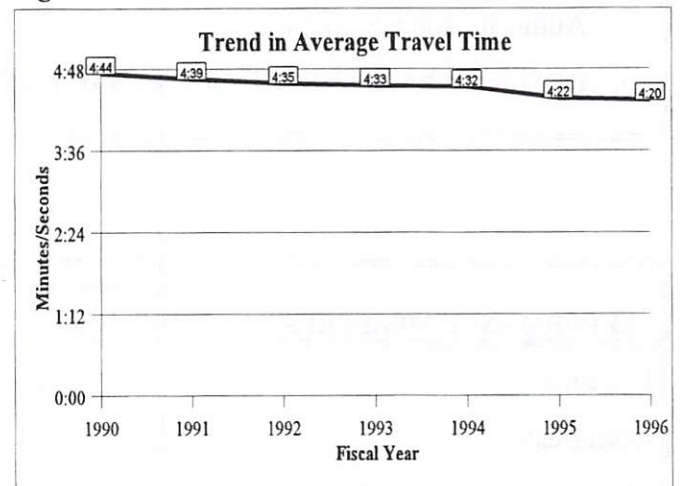
Reduction in Travel Time Over 8 Minutes: The projected opening of facilities in the South County will provide a reduction in the number of over eight minute responses. These facilities include Loggers Run, Boca West, and Boca Point. With the implementation of traffic pre-emption devices, response times should improve, and reflect a decrease in over eight minute responses, as well as the average travel time. (Figure 3).

Turnout Time Targeted for Improvement: The previous goal of a one-minute turnout time for FY 1997-98 may have been an over-ambitious goal, especially when considering that day-time turnouts vary from night-time turnouts. A more obtainable goal of 1:04 is being established for FY 1998-99. If the 1:04 turnout time is achieved, this would reflect a 6% improvement, down from the current 1:08.

Twenty-three New Firefighters Added: Due to departmental growth and demand, 23 new firefighters will be employed. Some areas are experiencing increased workloads that require additional staffing. To meet this new demand and response time objectives, staffing must be procured. The new firefighter positions will assist in attaining

these objectives.

Figure 3



Definition of Program and Services

To respond quickly and efficiently to aircraft-related emergencies. Primary services include:

- ◆ respond to aviation related fire and medical emergencies within and around Palm Beach International Airport;
- ◆ provide Aircraft Rescue Fire Fighting (ARFF) training to battalion personnel;
- ◆ perform fire inspections within and around Palm Beach International Airport;
- ◆ provide specialized fire-rescue aircraft training to battalion personnel;
- ◆ perform inspections of fuel dispensing areas on Airport property; and
- ◆ conduct inspections of all fire extinguishers on Airport property.

Program Objectives for FY 1999

1. Maintain levels of practical/classroom Aircraft Rescue Fire Fighting (ARFF) training at 1,900 hours.
2. Provide a minimum of three FAA practical training burns utilizing one of several Federal Aviation Authority sponsored facilities.
3. Provide each company officer with Advanced ARFF Tactical School.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Fire calls	1,069	+4%	n/a	1,072	1,126
Rescue calls	516	+1%	n/a	560	588
Classroom/practical student training hours	n/a	n/a	n/a	1,900	1,900
Annual FAA training burns at FAA facilities	4	0%	n/a	3	3
Company Officers sent to Advanced Aircraft Tactics School	0	n/a	0	3	6

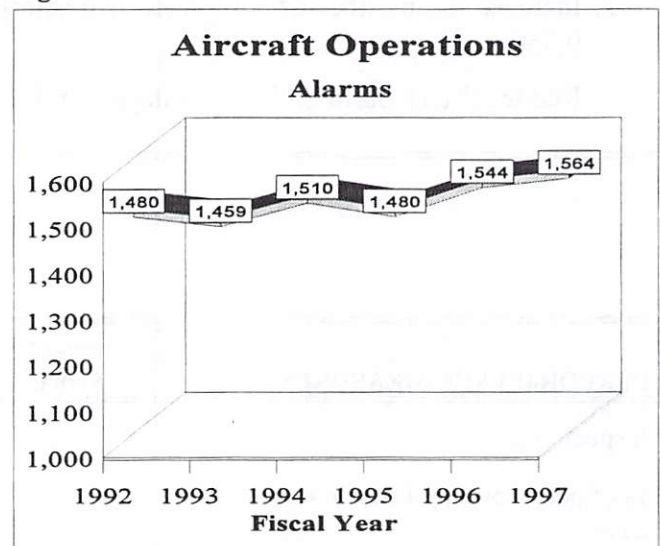
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$3,449,061	\$4,128,285	\$4,128,285	\$4,191,526
Other	524,898	\$63,889	(52,201)	127,239
TOTAL	\$3,973,959	\$4,192,174	\$4,076,084	\$4,318,765
APPROPRIATIONS				
Personal Services	\$3,177,778	\$3,105,435	\$3,031,712	\$3,130,779
Operating Expenses	836,803	1,026,739	902,133	1,116,986
Reserves	-	35,000	-	35,000
Interfund Transfers	26,757	25,000	25,000	36,000
TOTAL	\$4,041,338	\$4,192,174	\$3,958,845	\$4,318,765
STAFFING				
Full Time Equivalents (FTEs)	36.00	36.00	36.00	36.00

Summary of Key Funding/Service Issues

Runway Extension: To increase flight activity, one of the runways at Palm Beach International Airport will be expanded by 2,000 feet. This expansion is projected to increase international air traffic and passenger counts. Presently, large commercial aircraft cannot take off with full fuel and passenger loads due to the existing length of the runways. With the addition of 2,000 feet to the main runway, it would increase the total length of the runway to 10,000 feet. This would allow international flights to be able to fly in and out of PBLA with frequency. It is anticipated that this change will also create an increase in emergency call volume due to the increase in aircraft take offs and landings and overall passenger activity at PBLA.

Responses by Aviation Battalion Increase: There was a 2% increase in the number of alarms handled by the Aviation Battalion in FY 1996-97. This can be partially attributed to an increase in the number of aircraft take-offs and landings (Figure 4).

Figure 4



Definition of Program and Services

To reduce fire and life loss through education and the formulation and enforcement of the Palm Beach County Fire Code. Primary services include:

- ◆ develop and implement fire and life safety education for Palm Beach County citizens;
- ◆ conduct periodic fire inspections of commercial buildings and buildings under construction to assure fire code compliance;
- ◆ review building plans to insure compliance with the fire code; and
- ◆ investigate the cause, origin, and circumstance of fires.

Program Objectives for FY 1999

1. Review 90% of all plans submitted for fire review within four working days.
2. Increase the number of completed fire safety inspections of commercial business from 9,150 to 9,350.
3. Reduce the Department's percentage of false alarm calls to 7.5% of total calls.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Inspections	9,264	n/a	n/a	9,150*	9,350*
% of plans reviewed within 4 work days	90%	-9%	n/a	90%	90%
% of False alarms to total call volume	8.6%	+13.8%	n/a	8%	7.5%
* The new accounting system of inspectable properties reflects only annual inspections, rather than the previous method of counting reinspections, consultations and other activities.					

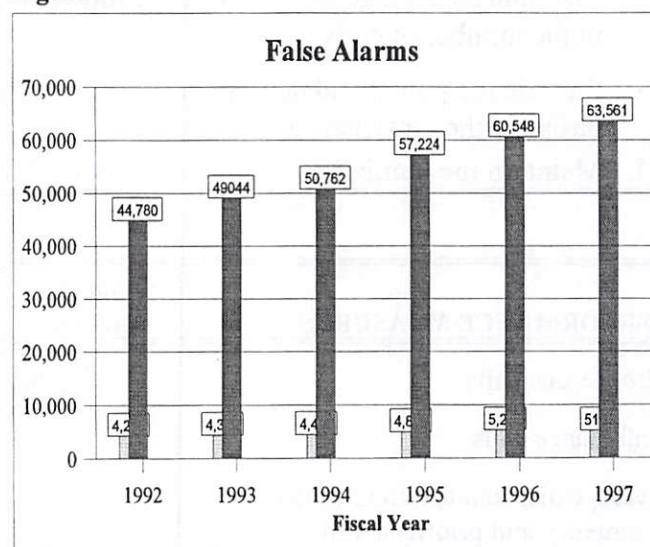
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$2,345,703	\$2,527,005	\$2,388,168	\$2,948,151
Users Fees/Charges	557,164	513,056	501,122	558,040
Other	878,600	636,133	742,347	331,217
Interfund Transfers	-	201,275	198,144	224,172
TOTAL	\$3,781,467	\$3,877,469	\$3,829,781	\$4,061,580
APPROPRIATIONS				
Personal Services	\$2,646,675	\$2,842,090	\$2,826,100	\$3,052,643
Operating Expenses	458,159	583,668	515,435	621,361
Capital Outlay	2,405	8,145	4,853	3,141
Reserves	-	318,239	-	318,090
Interfund Transfers	81,322	125,327	130,077	66,345
TOTAL	\$3,188,560	\$3,877,469	\$3,476,465	\$4,061,580
STAFFING				
Full Time Equivalents (FTEs)	35.92	35.92	38.15	39.15

Summary of Key Funding/Service Issues

Existing Inspections: As a result of increased performance accountability and a change in the inspection tracking methodology, it is projected that the Department will increase the number of completed annual commercial inspections. An increase of approximately 2% is expected, bringing the goal for FY 1998-99 to 9,350 completed inspections. It should be noted this number only represents annual inspections and does not include reinspections, consultations or other activities completed by the Inspections Division.

False Alarms: During FY 1996-97, the Department showed the first appreciable decrease in false alarms as a percentage of total call volume (**Figure 5**). Efforts continue to be directed at reducing the total number of false alarms. In FY 1998-99, the Department will concentrate on a three-pronged approach of engineering changes, community education, and code enforcement. It is anticipated that these efforts will assist in reducing the percentage of false alarms to 7.5% of the Department's total calls.

Figure 5



If past trends continue, emergency call volume and new alarm installations in various occupancies most likely will increase by at least 5%, thereby making the 7.5% reduction an ambitious goal.

Definition of Program and Services

To provide twenty-four hour emergency dispatching services for the 9-1-1 communications center. Emergency fire and rescue units are dispatched from the Communications Center for the unincorporated areas of the County, twelve cities who receive primary fire service from the County, and for the City of Palm Beach Gardens. Primary services include:

- ◆ dispatch emergency requests for fire, rescue, and emergency service;
- ◆ dispatch private ambulance units for emergency services;
- ◆ notify the public and news media of pertinent information regarding emergency incidents;
- ◆ maintain and update the Department's Internet and Intranet sites;
- ◆ provide computer management and coordination services to department personnel; and
- ◆ maintain and repair all communications systems including portables, mobiles, base stations, towers, telephones and computers.

Program Objectives for FY 1999

1. Maintain an average dispatch handling time for emergency and priority one calls of 1:20.
2. Maintain an average 9-1-1 answering time of 4.6 seconds while absorbing expected annual increase in the number of calls.
3. Provide the public and department employees with pertinent information related to PBCFR on a regular basis via the "Internet" and "Intranet".
4. Maintain the number of communication work orders completed the same day.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Fire-Rescue calls	71,109	+62%	n/a	74,116	77,822
Ambulance calls	77,325	+19%	n/a	83,092	87,247
Average dispatch handling time for emergency and priority 1 calls (min./sec.)	1:20	-21%	1:20	1:19	1:20
Average 9-1-1 answering time (seconds)	4.7	2%	4.6	4.7	4.6
Number of visitors to WebSite	n/a	n/a	n/a	7,000	7,500
Communication work orders	2,493	92%	n/a	2,568	2,645
Communication work orders completed the same day	2,215	n/a	n/a	1,908	1,908

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$2,893,311	\$4,249,781	\$3,532,201	\$3,958,786
User Fees/Charges	1,048,767	1,278,460	1,212,555	1,273,283
Other	1,075,398	1,060,230	1,164,226	1,098,242
Interfund Transfers	-	338,494	293,064	300,489
TOTAL	\$5,017,476	\$6,926,964	\$6,202,045	\$6,630,800
APPROPRIATIONS				
Personal Services	\$2,372,674	\$2,803,376	\$2,619,216	\$2,965,577
Operating Expenses	885,150	1,844,115	1,261,442	2,066,083
Capital Outlay	918,254	1,695,428	997,074	1,092,953
Reserves	-	419,026	-	418,830
Interfund Transfers	107,077	165,019	171,273	87,357
TOTAL	\$4,286,155	\$6,926,964	\$5,049,005	\$6,630,800
STAFFING				
Full Time Equivalents (FTEs)	49.21	51.21	51.52	51.52

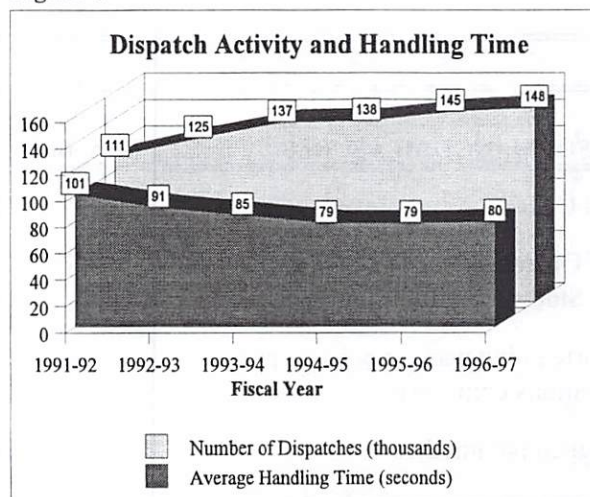
Summary of Key Funding/Service Issues

Move to New Communications Center: The construction of the new Communications Center will be completed during FY 1997-98. The relocation of the 9-1-1 emergency dispatch center is unique and complicated due to the need to remain completely operational during the change. This will require duplication of equipment and replacement of old technology. The new facility combines 9-1-1, Emergency Management, and Public Safety Administration functions, and should provide the County with space for expansion.

Fiscal Impact: \$135,000.

Increased Workload for Communicators: The Communications Center has experienced a noted increase in workload since FY 1991-92 (**Figure 6**). Efforts to maintain service level standards have required dispatch supervisors to assist with answering 9-1-1 calls. The change in the call taking order, has maintained the level of service and reduced the average handling time.

Figure 6



Definition of Program and Services

To provide training, education and safety programs to all Fire-Rescue personnel, as well as other agencies, in order to support and enhance the delivery of emergency services. Primary services include:

- ◆ provide training and evaluation in areas including emergency medical services and firefighting;
- ◆ conduct training in specialized areas such as hazardous materials, rope rescue, dive rescue, and Trauma Hawk;
- ◆ create video production and broadcasting in support of training programs and public education;
- ◆ administer infection/hazardous materials exposure control programs; and
- ◆ coordinate employee health and safety programs.

Program Objectives for FY 1999

1. Operations' personnel participating in Phase I, II and III Map Study Program will total 75%.
2. Reduce average number of biohazard exposures per Operations' employee by 4%.
3. Train an additional one-third of Department's EMTs and Paramedics in Basic Trauma Life Support (second year of three-year program).
4. Produce 12 monthly one-hour segments of "Critical Minutes."

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Total Operations employees	672	n/a	n/a	694	717
% of Operations personnel completing Map Study Program, Phases I, II & III	n/a	n/a	n/a	n/a	75%
Reported biohazard exposures per Operations employee	.27	n/a	n/a	.24	.23
Assigned paramedics	260	n/a	n/a	204	225
Assigned paramedics trained in BTLS	n/a	n/a	n/a	68	143
EMTs	392	n/a	n/a	365	385
EMTs trained in BTLS	n/a	n/a	n/a	121	249
Monthly 1 hour segments of "Critical Minutes" produced	6	n/a	n/a	12	12

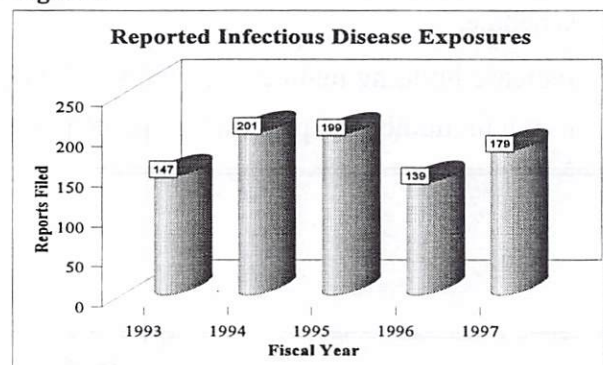
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$823,805	\$822,128	\$778,186	\$1,054,880
User Fees/Charges	54,605	77,448	73,682	92,015
Grants	162,378	180,215	71,579	90,538
Interfund Transfers	-	65,482	64,566	79,939
Other	318,388	221,203	255,896	128,525
TOTAL	\$1,359,176	\$1,366,476	\$1,243,908	\$1,445,897
APPROPRIATIONS				
Personal Services	\$477,560	\$493,691	\$477,510	\$624,884
Operating Expenses	446,485	501,976	519,710	536,285
Capital Outlay	209,793	277,477	107,527	203,838
Reserves	-	66,961	-	66,930
Interfund Transfers	17,111	26,370	27,370	13,960
TOTAL	\$1,150,949	\$1,366,476	\$1,132,117	\$1,445,897
STAFFING				
Full Time Equivalents (FTEs)	7.19	7.19	8.24	8.24

Summary of Key Funding/Service Issues

Biohazard Exposures: As call volumes increase, along with the prevalence of infectious disease, the chances of a biohazard exposure for the EMTs and Paramedics increase also. Steps are being taken to reduce the potential for employees. Education is the primary tool to keep personnel aware of protection methods available. In addition, two new products are being tested for use: 1) a waterless handwashing solution, kills germs on contact, and protects the skin for several hours; 2) a disinfectant applied with a fogger for emergency units. This is intended to protect personnel as well as patients.

Map Study: In support of the effort to reduce response times, a coordinated program for studying streets, developments, block numbers, and hospital locations was initiated in October 1997. Phase I covers major thoroughfares and the Countywide numbering system. Phase II began in April 1998, and identifies hospital and fire station locations. Phase III will cover secondary access roads within an employee's assigned battalion. Phases IV and V will incorporate developments and target hazards.

Figure 7



“Critical Minutes” Video Production: In cooperation with Palm Beach County Community College and Channel 20, Fire-Rescue produces a one hour monthly training program to provide supplemental medical education. Each show airs several times per week. Paramedics and EMTs earn CEUs towards recertification by completing a written exam developed by the Community College. Because the program airs on Channel 20, this training opportunity is available to all EMS agencies in Palm Beach County.

Definition of Program and Services

To ensure that all vehicles, apparatus and facilities remain in top operational condition. Primary services include:

- ◆ repair apparatus as breakdowns occur;
- ◆ provide routine preventive maintenance on all emergency vehicles;
- ◆ maintain and repair all Fire-Rescue stations;
- ◆ maintain all vendor contracts and ensure work is completed in a timely and cost efficient manner; and
- ◆ coordinate with other County departments for the renovation and construction of Fire-Rescue facilities.

Program Objectives for FY 1999

1. Increase Fleet Maintenance work orders completed by 3% while maintaining the current schedule.
2. Increase building maintenance work orders by 3%.
3. Maintain number of preventive maintenance work orders at 229.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Building maintenance work orders	1,538	+92%	n/a	1,614	1,662
Fleet maintenance work orders	9,933	+35%	n/a	9,696	9,989
Preventive maintenance work orders	229	n/a	n/a	229	229

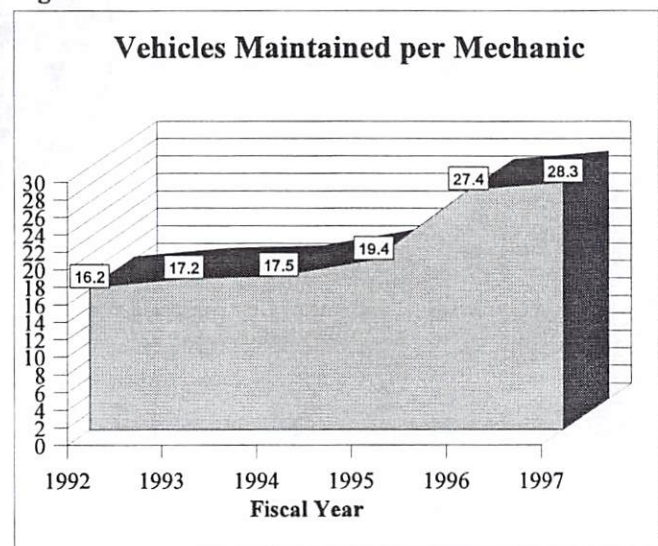
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$2,600,070	\$2,423,222	\$2,404,785	\$2,779,978
User Fees/Charges	172,344	228,278	227,695	244,397
Other	979,207	604,542	743,571	376,841
Interfund Transfers	-	193,009	199,523	212,319
TOTAL	\$3,751,621	\$3,449,052	\$3,575,574	\$3,613,535
APPROPRIATIONS				
Personal Services	\$1,657,976	\$1,759,600	\$1,789,156	\$2,080,817
Operating Expenses	858,818	815,795	776,112	898,994
Capital Outlay	519,767	558,062	494,062	360,200
Reserves	-	226,426	-	226,320
Interfund Transfers	57,860	89,170	92,548	47,204
TOTAL	\$3,094,421	\$3,449,052	\$3,151,878	\$3,613,535
STAFFING				
Full Time Equivalents (FTEs)	24.66	24.66	26.82	27.82

Summary of Key Funding/Service Issues

Station Maintenance: The number of completed building maintenance work orders will increase by about 3% in FY 1998-99 because staff will assume additional responsibility for the maintenance of the stations. Effective time management, shared decision-making, and team goal-setting have increased productivity in building maintenance.

Number of Vehicles Maintained Per Mechanic: The number of vehicles maintained per mechanic rose from 16.2 in 1992 to 28.3 in 1997 (Figure 8). With the total fleet having doubled in the past ten years, efforts have been redirected from preventive maintenance to major repairs.

Figure 8





Housing & Community Development

— **Commission on Affordable
Housing**

— **Community Development
Block Grant**

— **Emergency Shelter Grants**

— **HOME Investment Partnership**

40 Positions

WINTER & COMPANY

DEVELOPMENT

1000 10th Street

San Francisco

California 94103

U.S.A.

Telephone 398-1234

Telex 345678

Mission

To revitalize deteriorating urban and rural communities through the provision of decent housing and a suitable living environment for those persons of very low, low, and moderate income, and promote economic development.

Summary of Services/Facilities

The Department of Housing and Community Development (HCD) through its Community Development Block Grant (CDBG), Emergency Shelter Grants Program (ESGP), HOME Investment Partnership Program (HOME), and Commission on Affordable Housing (CAH) addresses the most important needs of the very low, low, and moderate income population in twenty-three municipalities and the unincorporated area of Palm Beach County.

Services provided include housing rehabilitation, replacement housing, demolition of substandard units, development of affordable housing units, provision of emergency and transitional housing for persons with special needs, and infrastructure improvements in HCD target areas. Additional services include the provision of public facilities, and public services for the homeless, the mentally and physically disabled, and youth.

Trends and Issues

Urban County Participation: Through Interlocal Participation Agreements, municipalities join the County's application for CDBG funding, thereby increasing the level of federal funding the unincorporated area is entitled to receive. FY 1997-98 was the first year Pahokee, Boynton Beach, and Haverhill left the Urban County Program, decreasing the County's allocation from what it would have been. HCD successfully persuaded Haverhill to rejoin the Urban County Program although the fiscal impact will not be realized until FY 1999-00. Boynton Beach has become an entitlement city eligible for direct federal funding.

The County has been obligated to complete those activities already begun with County funds within these municipalities. All projects in Pahokee have been completed and projects in Boynton Beach will be completed during FY 1997-98. Haverhill had no projects.

Study Reveals Increased Need: In order to refine its service delivery, HCD staff completed the *Study to Identify HCD Planning Areas for the Community*

Development Block Grant Program 1997-2003 to update and replace the Six-Year Redevelopment Plan. The Study used the Pocket of Poverty data and windshield surveys by HCD staff to identify areas in municipalities and the unincorporated areas to target services.

Homeless Census: HCD has provided funding to the Homeless Coalition of Palm Beach County to produce a Palm Beach County Homeless Census that will provide accurate statistics on Palm Beach County's homeless population. The last comprehensive, reliable survey was conducted in 1989.

Housing Market Impact Study: HCD will also fund a study that will identify the impacts of new, subsidized rental housing on existing market-rate rental housing in Commission Districts 1 and 3. This study will be used to assess to what extent multi-family units recently constructed in these areas have met the need for affordable housing documented in the 1995 Affordable Housing Study.

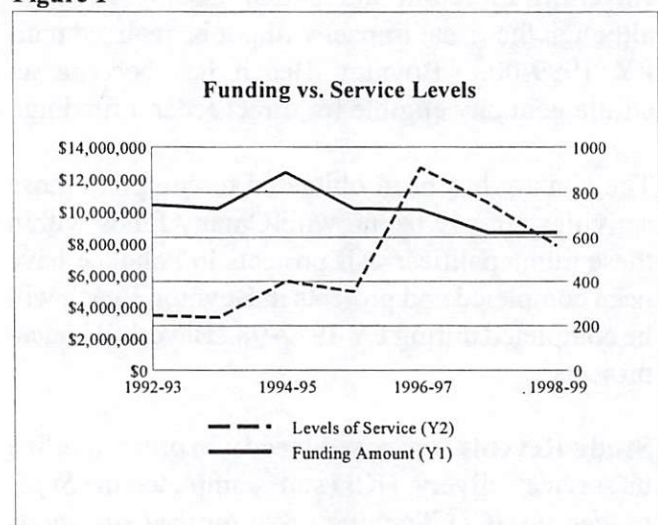
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$12,449,770	\$29,970,997	\$10,467,101	\$32,580,570
Other	5,027,186	6,273,067	5,121,786	5,918,016
Interfund Transfers	478,696	2,498,206	305,566	2,826,193
TOTAL	\$17,955,652	\$38,742,270	\$15,894,453	\$41,324,779
APPROPRIATIONS				
Personal Services	\$1,629,038	\$1,916,969	\$1,879,839	\$2,008,912
Operating Expenses	2,596,626	2,684,082	2,173,920	4,359,903
Capital Outlay	40,798	121,400	20,028	281,516
Grants and Aids	9,496,437	23,972,128	7,144,236	27,272,655
Non-Operating	484,332	10,047,691	305,566	7,401,793
TOTAL	\$14,247,231	\$38,742,270	\$11,523,589	\$41,324,779
STAFFING				
Positions	37	39	40	40
Full Time Equivalents (FTEs)	37.00	39.00	40.00	40.00

Rate of Expenditure: Two significant budgetary issues to be closely monitored involve expenditure levels and service delivery. First, HUD has the ability to withhold future grant funds when current funds are not expended on a timely basis. Therefore, staff has given priority to projects which can be started quickly, utilizing funding in a timely manner. Second, CDBG regulations cap the amount of funds that may be spent on planning and administration at 20%. HCD will monitor its expenditures closely to avoid exceeding this limit. **Figure 1** illustrates the need to prioritize projects and monitor service levels.

Changing Picture in Federal/State Funding: For FY 1998-99 the County's federal allocation decreased 2% for CDBG from FY 1997-98, increased 6% for HOME, and increased 30% for ESGP, for a 0.3% increase in the total allocation. Funding levels are based on program priorities negotiated between Congress and the President. Congress is also considering consolidating HUD's homeless programs. This would eliminate ESGP as a separate entitlement but might entitle the County to a larger allocation for a broader array of programs.

The delivery of revenues for the CAH is difficult to estimate because the State issues a projected entitlement for the year, but the actual provision of funds is provided on a quarterly basis from the revenues collected through the issuance of documentary stamps. Past experience indicates that the actual revenues provided are at lower amounts than originally projected. The County's estimated allocation for FY 1998-99 is \$4,622,014.

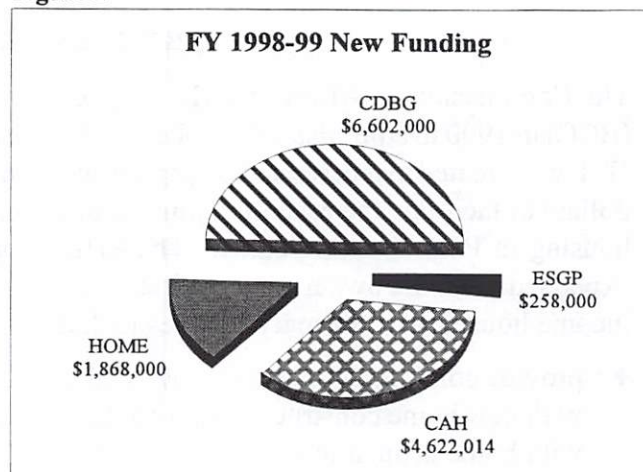
Figure 1



Economic Development: The County will set aside 10% of its FY 1998-99 CDBG allocation (\$660,200) for economic development projects. Funds will be awarded through a separate application process and priority will be given to projects that maximize impact and ensure project success. In addition, HCD plans to apply to HUD for Section 108 loan guarantees. Section 108 provides a source of financing for economic development, housing rehabilitation, public facilities, and large-scale physical development projects. The loan guarantees would be secured by the County's current and future CDBG funds.

Distribution of Funds: Figure 2 depicts the proportionate amount of funds awarded from the various funding sources administered by HCD in

Figure 2



FY 1998-99.

Significant Changes From Prior Year

Approved Supplemental Items: Supplemental funding included in the Department's FY 1998-99 budget:

- Purchase of a laser printer. **Fiscal Impact: \$1,200.**

Definition of Program and Services

The Commission on Affordable Housing (CAH) was established by the Board of County Commissioners (BCC) in 1990 to administer the Robert E. Pinchuck Memorial Affordable Housing Trust Fund (HTF). The HTF was created to receive and disperse State Housing Initiatives Partnership (SHIP) and local general fund dollars to facilitate the rehabilitation, acquisition, and construction of affordable single- and multi-family housing in Palm Beach County. The SHIP program regulations require that at least 65% of funds be expended on home ownership activities and that at least 30% of all units produced be allocated to very low income households. Primary services include:

- ◆ provide conditional grants for low- and very low-income homebuyers to pay impact fees associated with new home construction and down payments, closing costs and mortgage buydowns associated with home acquisitions;
- ◆ provide financial assistance to low- and very low-income homeowners to pay delinquent mortgage payments, late fees, attorney's fees, or refinancing charges associated with curing a residential foreclosure; and
- ◆ provide low-interest loans to developers of affordable single and multi-family units to pay impact fees, engineering fees, and utility connection fees.

Program Objectives for FY 1999

1. Assist developers of multi-family and single-family housing to provide and maintain an additional 150 new affordable housing units.
2. Assist low- and very low-income homebuyers to acquire, rehabilitate, or construct 175 affordable single-family homes.
3. Prevent foreclosure on 20 homes for eligible lower income homeowners.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Housing units					
multi-family new construction	450	n/a	n/a	252	100
single-family new construction*	48	n/a	n/a	10	50
single-family acquisition/rehab	144	n/a	n/a	154	175
Delinquent Mortgage Assistance	n/a	n/a	n/a	30	20
* The RFP for the next competitive cycle of "single-family new construction" will be published in late 1998, and agreements will not be approved until mid FY 1998-99.					

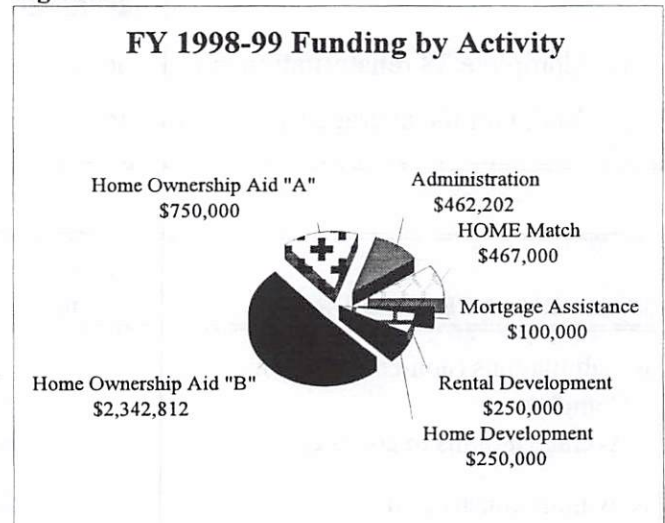
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$4,185,045	\$4,333,262	\$2,827,260	\$4,622,014
Other	4,667,597	5,802,388	4,630,632	5,283,887
TOTAL	\$8,852,642	\$10,135,650	\$7,457,892	\$9,905,901
APPROPRIATIONS				
Personal Services	\$223,748	\$324,268	\$285,716	\$332,041
Operating Expenses	50,078	166,010	65,114	160,540
Capital Outlay	18,801	12,500	10,628	-
Grants and Aid	4,324,729	6,462,738	2,775,712	5,659,920
Non-Operating	430,332	3,170,134	228,829	3,753,400
TOTAL	\$5,047,688	\$10,135,650	\$3,365,999	\$9,905,901
STAFFING				
Full Time Equivalents (FTEs)	5.00	7.00	7.00	7.00

Summary of Key Funding/Service Issues

Uncertain State Funding Levels: The state legislature is considering revisiting the Sadowski Affordable Housing Act (funding vehicle of the SHIP Program) to determine whether monies now collected for housing development could be better utilized within the state's education or prison system as well as for new highway construction. If the legislature chooses to divert Sadowski funding away from the state's housing needs, the County's future annual SHIP allocation could be reduced significantly.

Activities Funded: The distribution of SHIP funds is governed by the County's Local Housing Assistance Plan (LHAP). The activities budgeted for FY 1997-98 are illustrated in **Figure 3**.

Figure 3



Definition of Program and Services

The U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) program was first enacted into law in 1974. These funds are allocated on a local entitlement basis to municipalities with inter-local participation agreements and to activities serving blighted areas within the unincorporated County and for public services which are available countywide. Primary services include:

- ◆ rehabilitation of substandard single-family owner-occupied housing units;
- ◆ replacement housing/new construction;
- ◆ demolition of substandard structures;
- ◆ public services through non-profit agencies, such as housing counseling, training, and transitional shelter;
- ◆ coordination of capital improvements, such as street improvements, construction of parks and recreational facilities, and construction of community/activity centers; and
- ◆ economic development to encourage job creation for low- and moderate-income persons.

Program Objectives for FY 1999

1. Complete 38 rehabilitations in the face of budget reductions.
2. Maintain the average time required to complete capital improvement projects at 18 months.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Rehabilitations (non-emergency):					
Completed	55	n/a	n/a	60	38
Average months to complete	28	n/a	n/a	20	20
New units constructed	22	n/a	n/a	30	22
Capital improvements:					
Projects completed	11	n/a	n/a	18	18
Average months to complete	15	n/a	n/a	12	18
Demolitions	30	n/a	n/a	15	25
Emergency Renovations	79	n/a	n/a	60	30

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$6,038,135	\$18,378,443	\$5,976,674	\$19,039,550
Other	356,995	460,679	490,154	629,129
Interfund Transfers	54,000	76,737	76,737	190,187
TOTAL	\$6,449,130	\$18,915,859	\$6,543,565	\$19,858,866
APPROPRIATIONS				
Personal Services	\$1,260,014	\$1,458,312	\$1,438,464	\$1,501,440
Operating Expenses	2,277,812	2,174,073	2,073,382	1,793,835
Capital Outlay	21,997	108,900	9,400	281,516
Grants and Aid	2,917,066	9,593,017	2,666,334	14,989,388
Non-Operating	54,000	5,581,557	76,737	1,292,687
TOTAL	\$6,530,889	\$18,915,859	\$6,264,317	\$19,858,866
STAFFING				
Full Time Equivalents (FTEs)	28.25	28.25	29.25	29.25

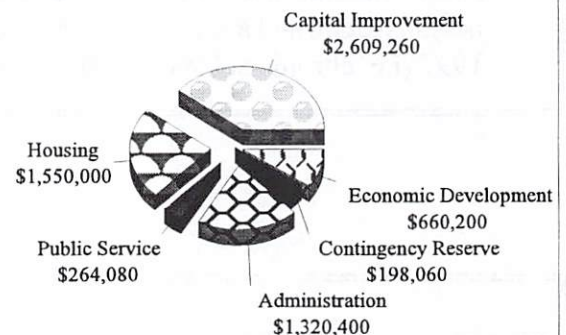
Summary of Key Funding/Service Issues

Focused Funding: The primary objective of CDBG's program is comprehensive redevelopment, focusing resources on the neighborhoods most in need, thereby making the greatest impact on behalf of residents of low and moderate incomes. To identify these neighborhoods, HCD staff completed the Six-Year Study, which replaces the Six-Year Redevelopment Plan. The Study identifies 23 planning areas, with a population of 62,184, for targeting CDBG funds, which exceeds the population of 53,056 in the 26 planning areas identified in the Six-Year Redevelopment Plan. This will allow the County to serve a larger number of residents with limited resources.

Economic Development. The County will set aside 10% of its FY 1998-99 CDBG allocation (\$660,200) for economic development projects. Funds will be awarded through a separate application process and will concentrate on projects that maximize impact and ensure project success.

Figure 4

1998-99 CDBG Funding by Activity



Activities Funded: Figure 4 illustrates the proportion of funding to be applied to various activities receiving CDBG funds for FY 1998-99.

Definition of Program and Services

The Stuart B. McKinney Homeless Assistance Act of 1987 created, among other programs, the Emergency Shelter Grants Program (ESGP). This program makes grants available directly to Palm Beach County as an eligible entitlement community for the rehabilitation or conversion of buildings for use as emergency shelter for the homeless, for the payment of certain operating expenses and essential services in connection with emergency shelters for the homeless, and for homeless prevention activities. The program is designed to be the first step in a continuum of assistance to enable homeless individuals and families to move toward independent living as well as to prevent homelessness. HCD extends these funds in three categories to non-profit agencies that operate temporary shelters and transitional housing or that provide supportive services:

- ◆ Operations and Maintenance of emergency shelters and transitional housing;
- ◆ Essential Services, such as education, training, or counseling; and
- ◆ Homeless Prevention to prevent eviction, foreclosure, or disconnection of service.

Program Objectives for FY 1999

1. Build capacity among non-profit agencies which provide services to the homeless by identifying and attempting to fund one agency not funded in the previous year.
2. Direct funding assistance toward at least one agency serving the subpopulation(s) of homeless persons identified as priorities for the County according to the Continuum of Care Collaborative for 1997 (i.e. chronic substance abusers, dually diagnosed, persons with HIV/AIDS).

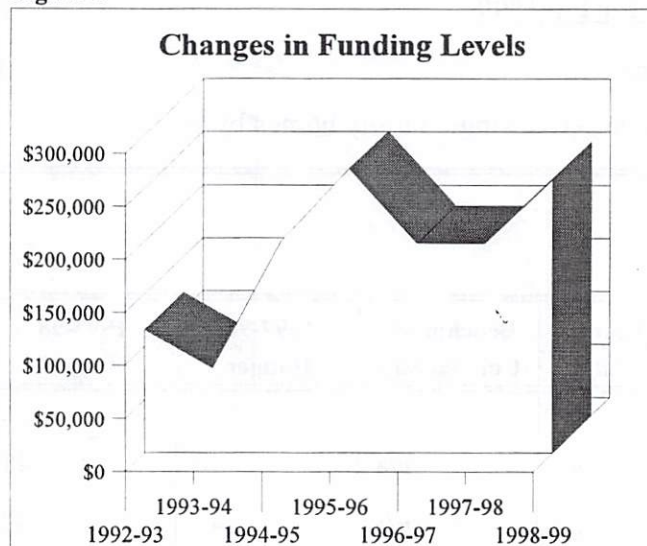
PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Non-profit service providers	10	n/a	n/a	9	10
Agencies serving priority	n/a	n/a	n/a	1	1

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$219,681	\$341,480	\$150,000	\$351,732
TOTAL	\$219,681	\$341,480	\$150,000	\$351,732
APPROPRIATIONS				
Grants and Aids	\$219,681	\$341,480	\$150,000	\$351,732
TOTAL	\$219,681	\$341,480	\$150,000	\$351,732
STAFFING				
Full Time Equivalents (FTEs)	.75	.75	.75	.75

Summary of Key Funding/Service Issues

Uncertain Federal Funding Levels: It is anticipated that, in the future, homeless service units as a key performance indicator will decline. Forecasts of persons to be served are based on the federal funding provided. **Figure 5** illustrates how the funding level has fluctuated, making it difficult for recipient agencies to plan their activities.

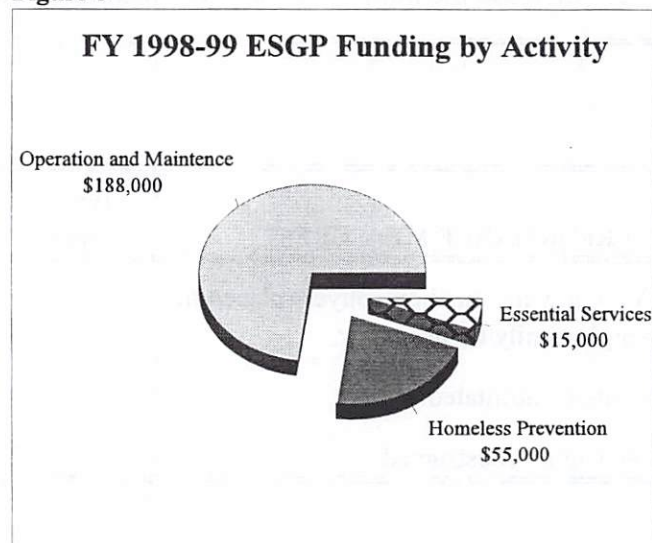
Figure 5



Expenditure Limitations: HCD, as the grantee, must expend all of the grant funding within 24 months of the date of the grant award by HUD.

Activities Funded: HCD funds three major categories of activities under the ESG Program. **Figure 6** illustrates the distribution of FY 1998-99 funding to each category.

Figure 6



Definition of Program and Services

The HOME Investment Partnership Program (HOME) was created by the 1990 Cranston-Gonzalez National Affordable Housing Act to allocate funds to eligible jurisdictions to strengthen public/private partnerships to provide affordable housing for low and very low income persons. Low-income is defined as persons living below 80% of the median income level and very low income is living below 50% of the median income level. HOME funds can be utilized to carry out multi-year housing strategies through acquisition, rehabilitation, new housing construction, and tenant-based rental assistance. However, only those activities approved by the Board of County Commissioners will be funded. Assistance can be provided through loans, advances, equity investment, interest subsidies and gap financing. HOME regulations also mandate that 15% of funds be set aside for a special type of community based non-profit organization called Community Housing Development Organizations (CHDOs). Primary services administered include:

- ◆ acquire and rehabilitate single family homes conveying ownership to low and very low income homebuyers eligible for a sufficient level of first mortgage financing; and
- ◆ provide financial assistance in the form of second mortgage subsidies to assist low and very low income first time homebuyers eligible for a sufficient level of first mortgage financing to acquire vacant properties and construct new housing units.

Program Objectives for FY 1999

1. Increase the number of households acquiring homes by 5%.
2. Increase the number of very low income homebuyers placed in single family homes by 5%.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1997-98 Target
Very low income homebuyers placed in single family homes	46	n/a	n/a	46	48
Units rehabilitated	92	n/a	n/a	40	42
New units constructed	27	n/a	n/a	40	42

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$2,006,909	\$6,917,812	\$1,513,167	\$8,567,274
Other	2,594	10,000	1,000	5,000
Interfund Transfers	424,696	2,421,469	228,829	2,636,006
TOTAL	\$2,434,199	\$9,349,281	\$1,742,996	\$11,208,280
APPROPRIATIONS				
Personal Services	\$145,276	\$134,389	\$155,659	\$175,431
Operating Expenses	268,736	343,999	35,424	2,405,528
Grants and Aids	2,034,961	7,574,893	1,552,190	6,271,615
Non-Operating	-	1,296,000	-	2,355,706
TOTAL	\$2,448,973	\$9,349,281	\$1,743,273	\$11,208,280
STAFFING				
Full Time Equivalents (FTEs)	3.00	3.00	3.00	3.00

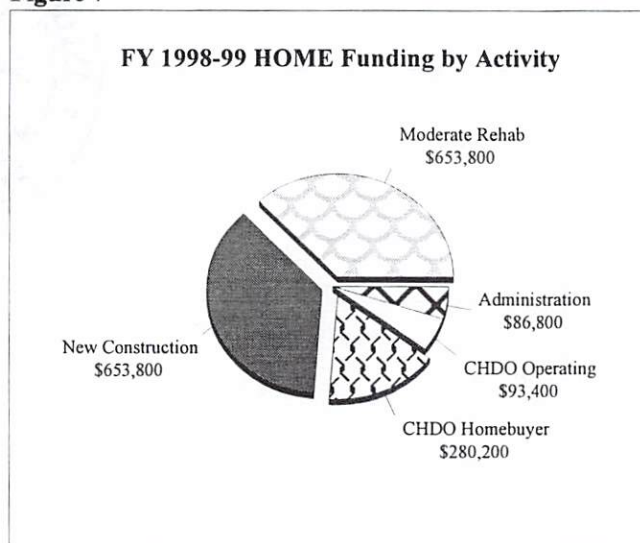
Summary of Key Funding/Service Issues

Uncertain Federal Funding Levels: Funding for this program has remained steady and forecasts continue this trend. Therefore, the number of units produced will be in direct relationship to the funding allocated.

Expenditure Limitations: HCD has 24 months to obligate funds, and expenditures must be made within five fiscal years. Obligated funds are carried forward each year until the grant allocation is fully expended.

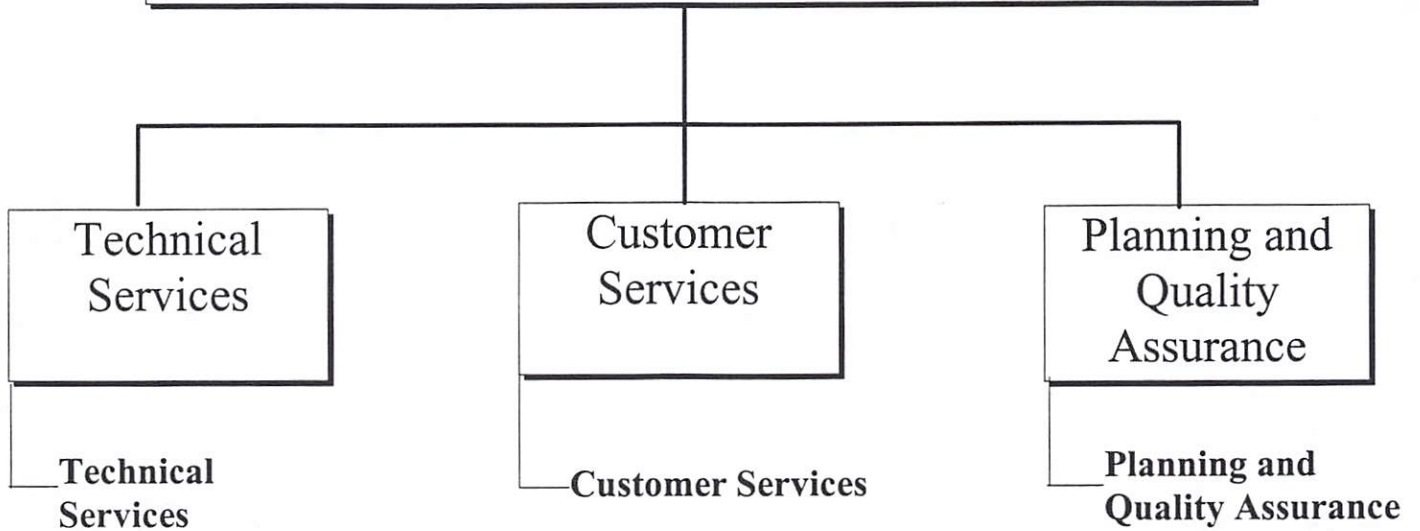
Activities Funded: Figure 7 illustrates the distribution of FY 1998-99 funds for the HOME program.

Figure 7





Information Systems Services



Information Systems

2011/12



Mission

To build and maintain the County's information technology infrastructure as a resource for management decision-making, streamline work processes, and provide public access to information. Computing resources will be managed to assure reliable and cost-effective system performance with a high level of customer satisfaction.

Summary of Services/Facilities

Information Systems Services (ISS) serves the customer information resource needs and expectations of most departments and agencies in Palm Beach County government. These services include:

- application design, development and support;
- installation and maintenance of the wide area network (WAN) and local area networks (LANs);
- installation and maintenance of file servers, desktop PCs, printers, and other computer hardware;
- project management for various countywide projects;
- standard setting and oversight of information technology procurement; and
- training and support for end user requirements.

Trends and Issues

Year 2000 Project is First Priority of ISS: ISS resources will be dedicated to the completion of the Year 2000 Project in FY 1998-99. Legacy COBOL applications and ISS developed database applications have a completion date for remediation by the second quarter of the fiscal year. ISS will also complete the development of several new applications to replace non-compliant systems for various County departments. The desktop equipment, servers and purchased software all have companion projects to ensure they will support dates in year 2000 and beyond. For the most part, the business applications will dictate the requirements for hardware and software. A list of the major reengineering projects is included in this section.

Wide Area Network: Transformation from Deployment to Maintenance of the wide area network and distributed client servers will require the development of new methods of systems management. Unlike the period of mainframe dependency, during which the systems remained

Major Reengineering Projects

1. Criminal Justice Information System (CJIS)
2. Civil Justice Information System (CIVIS)
3. Geographic/Land Information System (GIS/LIS)
4. LGFS Conversion
5. Current and Delinquent Property Taxes
6. Property Appraiser's Name, Address, and Legal File
7. Property Appraiser's Master Appraisal File
8. PZ&B Development Management System
9. WUD Billing System
10. Human Services Program

stable, distributed client servers are an evolving technology. Operations management, change management, and business management need to be developed in an integrated manner. Following deployment, the next opportunity is that of efficiency optimization and the identification of manageable standards. Excess network and server capacity that was created during the rapid deployment can now be identified and utilized to support growth.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$16,142,281	\$17,118,572	\$16,572,050	\$18,069,663
Other	(192,518)	-	-	-
TOTAL	\$15,949,763	\$17,118,572	\$16,572,050	\$18,069,663
APPROPRIATIONS				
Personal Services	\$8,119,434	\$9,118,129	\$8,688,710	\$9,673,663
Operating Expenses	6,866,068	7,047,596	7,198,824	7,491,273
Capital Outlay	317,014	716,831	548,500	479,510
Debt Service	86,259	136,016	136,016	157,400
Non-Operating	-	100,000	-	267,817
TOTAL	\$15,388,775	\$17,118,572	\$16,572,050	\$18,069,663
STAFFING				
Positions	153	151	149	152
Full Time Equivalents (FTEs)	153.00	151.00	149.00	152.00
* Above staffing summary does not include the nine time-limited positions created in FY 98 for the Year 2000 capital project and six positions created in FY 99 for the Criminal Justice Information Systems capital project. created in F for the CJIS C.Y				

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
County personnel trained	n/a	n/a	n/a	1,500	1,500
Resource billable hours	n/a	n/a	n/a	80,000	70,000
Production jobs completed as scheduled	n/a	n/a	n/a	90%	90%
Enterprise server:					
Computer resource utilization (hours)	4,470	+30%	n/a	4,800	5,000
Online data storage (billion bytes)	674	+50%	n/a	1,011	1,011
Tape processing/storage (millions)	108	+50%	n/a	162	162
Research requests completed	n/a	n/a	n/a	18	18

All efforts must coincide with the deployment of major applications, such as CJIS, GIS and CIVIS.

Preparation of Mainframe for Year 2000: The mainframe computer is evolving from its former role as a centralized processor to an enterprise data and application server, able to support multiple programming languages and operating systems beyond the year 2000. Obtaining Year 2000 compliance has been a multi-phase process which involves updating the equipment, updating the

security systems and programming tools, and eventually updating the operating system and management tools to recognize the year 2000 as a valid date. Because the legacy applications are heavily dependent on the stability of the mainframe operating environment, careful synchronization and system migration expertise is needed to ensure changes are planned, sequenced, and managed properly. ISS is contracting as needed for the specialized skills needed to ensure system stability and timely completion of the necessary tasks to

obtain full compliance with Year 2000 requirements. **Estimated Fiscal Impact: \$200,000.**

Master Licensing Agreements Established: ISS successfully negotiated Master Licensing Agreements (MLAs) with Novell®, Corel®, and Chameleon® to provide the County with the most cost effective software maintenance for third-party software. By consolidating the agreements for all licences in County departments, a more favorable price was obtained, and all users are assured that their software is covered. The MLAs provide both maintenance and upgrades. In FY 1998-99 ISS will try to negotiate an MLA with Microsoft® for coverage of the standard office applications, and may include other Microsoft® products in the final agreement. **Estimated Fiscal Impact: \$270,000**

Increasing Demand for Web Enabled Applications: The increased use of the Internet for communication and dissemination of information is requiring ISS to reconsider existing development methods and tools. Posting information for web access requires different tools and skills than those necessary for web-enabled business applications, as well as additional hardware and software. The increased complexity of web applications requires better design, more sophisticated tools, and specialized training. ISS is upgrading the staff skills and prototyping some small applications in preparation for the increased demand for this new technology.

Significant Changes From Prior Year

Introduction of ISS New Cost Recovery Approach: Together with Peat Marwick, ISS has redesigned the method used to allocate the cost of ISS Enterprise services. Previously the allocation was based on historical mainframe usage statistics, which was an appropriate method when the County was primarily dependent on the mainframe. The new method recognizes the transformation to distributed client servers and the creation of the wide area network by categorizing enterprise costs into six major service cost pools. Each cost pool will be allocated to departments based on the level of service received. Additionally, those departments which are funded by countywide ad valorem taxes will not be charged enterprise costs. For these departments the cost will be charged to General Government. The hourly fee for professional services was also reevaluated, resulting in the establishment of two new rates. FY 1998-99 will be first year the new method is in effect.

Creation of GIS Service Bureau: The Board of County Commissioners adopted a formal GIS Information Policy in April 1998 which established

a GIS Service Bureau in ISS. The Bureau is tasked to provide such services as GIS data automation, integration, conversion, display, publication and distribution, professional analysis services, and database maintenance. Requests for GIS data have already been received from a variety of users. Funding has been received for a GIS Analyst and a Database Administrator, as well as for equipment to maintain and distribute GIS data. The demand for data and analysis services is anticipated to be high, and the GIS Service Bureau is expected to generate revenue beginning in its first year of service. **Estimated Fiscal Impact: \$157,014**

Implementation of Crystal Reports: The programming changes required to make LGFS Year 2000 compliant provide an opportunity to enhance the ability of County agencies to utilize the extensive LGFS database. The implementation of Crystal Reports software throughout County agencies will allow users to analyze, query, and generate reports in a quick and cost effective manner.

Definition of Program and Services

To house the functions involved in direct customer interface: applications development; project management; consulting services; help desk response; and training. Focus is directed on the customers' needs in a shared partnership role in providing timely and cost effective end-user information solutions. As such, the program provides a primary point of customer contact for Palm Beach County network users. Primary services include:

- ◆ reengineer customer applications using appropriate technology;
- ◆ maintain existing applications to assure seamless business operation;
- ◆ track and resolve system-related problems reported by customers;
- ◆ provide specialized training to customers; and
- ◆ provide general consulting and project management services to user departments.

Program Objectives for FY 1999

1. Complete the Year 2000 remediation of ISS developed applications by March 1999.
2. Design and implement an automated system for managing ISS fixed assets.
3. Clarify and formalize the expectations of all ISS customers by establishing service level agreements.
4. Implement the training of programmers in current programming languages.
5. Resolve $\geq 40\%$ of problem calls through first line support of Solution Center.

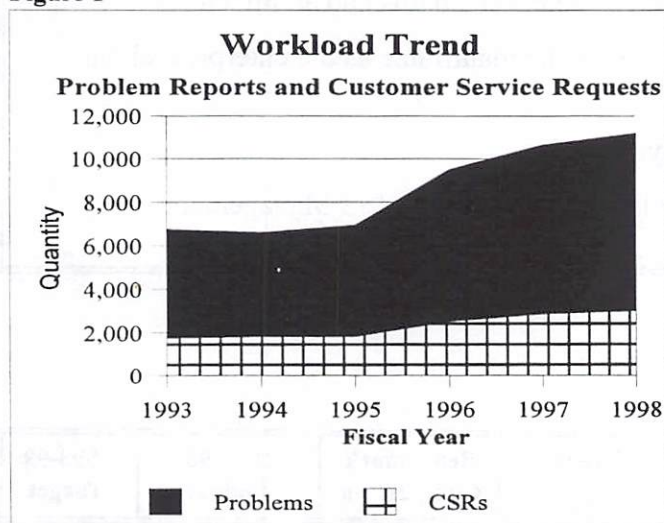
PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
% customer service requests (CSR) on time	n/a	n/a	n/a	85%	85%
% problem reports - on time	n/a	n/a	n/a	85%	85%
% of developer billable hours	n/a	n/a	n/a	75%	65%
% of problems resolved by first line support	n/a	n/a	n/a	30%	40%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$6,684,251	\$6,756,936	\$6,621,418	\$6,203,745
Other	(79,719)		-	-
TOTAL	\$6,604,532	\$6,756,936	\$6,621,418	\$6,203,745
APPROPRIATIONS				
Personal Services	\$4,207,198	\$4,856,607	\$4,713,349	\$5,028,578
Operating Expenses	2,060,442	1,755,016	1,856,885	972,324
Capital Outlay	101,094	111,113	51,184	110,982
Debt Service	3,503	-	-	-
Non-Operating	-	34,200	-	91,861
TOTAL	\$6,372,237	\$6,756,936	\$6,621,418	\$6,203,745
STAFFING				
Full Time Equivalents (FTEs)	83.40	81.40	81.40	82.29

Summary of Key Funding/Service Issues

Service Demands Continue to Increase: Figure 1 shows the five year trend of Customer Service Requests and Problem Reports.

Figure 1



Programming Skills Need Upgrading: As the County migrates from the mainframe to a distributed, client server environment, ISS must maintain a

hybrid organization. The staff includes a mix of COBOL programmers (to maintain the legacy applications) and client server developers skilled in the latest languages such as Tuxedo, PowerBuilder, and C+. Both skill sets - COBOL and client server - are in high demand because of the Year 2000 issue and other market factors.

To insure a smooth transition from mainframe to client server environment, some of the programming staff must be retrained in modern skill sets. Funding has been budgeted to train programmers in the current client server languages. **Estimated Fiscal Impact: \$30,000.**

Definition of Program and Services

To research, evaluate, and audit information technologies and business processes of ISS and its customers. The program assists with developing long/short range information strategy plans and coordinates development of standards, policies, and procedures for ISS and Palm Beach County. Primary services include:

- ◆ establish and monitor standards, policies, and procedures as necessary to support the information technology infrastructure of Palm Beach County;
- ◆ research and analyze emerging technological issues, identify business opportunities which can eliminate duplication of time, effort and money;
- ◆ conduct IS audits to determine whether adequate controls are in place to protect data availability, security and integrity, and safeguard hardware/software assets;
- ◆ assist ISS staff in the evaluation, selection and implementation of technology solutions; and
- ◆ assist with the development and monitoring of plans, projects, technical strategies, and resource requirements to improve alignment with the business requirements of ISS and its customers.

Program Objectives for FY 1999

1. Complete and monitor plans and activities for the remediation of Year 2000 risks.
2. Coordinate development and publication of countywide technical standards and architectures.
3. Develop three-year strategy for functions and capabilities of the mainframe as the enterprise client server.
4. Develop a three-year Internet development and deployment plan.
5. Prepare position papers on priority issues within time frames requested by ISS Management.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
IS audits completed	n/a	n/a	n/a	13	13
Issues researched	n/a	n/a	n/a	12	12

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$474,837	\$619,886	\$599,828	\$526,639
Other	(5,663)	-	-	-
TOTAL	\$469,174	\$619,886	\$599,828	\$526,639
APPROPRIATIONS				
Personal Services	\$269,146	\$278,611	\$266,073	\$410,214
Operating Expenses	183,229	328,331	319,697	104,811
Capital Outlay	-	10,044	14,058	3,847
Debt Service	297	-	-	-
Non-Operating	-	2,900	-	7,767
TOTAL	\$452,672	\$619,886	\$599,828	\$526,639
STAFFING				
Full Time Equivalents (FTEs)	5.69	5.69	5.69	5.71

Summary of Key Funding/Service Issues

Year 2000 Issues Expanding to Distributed Systems: Having completed the planning and started the remediation of the legacy applications, the Year 2000 Project Team will be concentrating on the desktop, servers and distributed applications. One of the biggest determinants of the County's success in this project is an accurate inventory of all hardware and software. Whether this can be obtained from existing information systems or will require a visit to each desktop, the information must be documented and reviewed. That effort may require additional resources.

Quality Assurance Function Serves to Ensure the Use of Best Practices in Year 2000 Remediation: ISS has implemented a Quality Assurance program to document and monitor the use of standards for Year 2000 projects. The value to County departments and staff will be evident in an efficient remediation process and a reduction in the number of errors following code changes. The QA function will also be expanded to the client server and Xbase

systems, providing a structure for coordinating system changes which have an impact on other applications within and outside the County.

Mainframe Evolution: During the mid 1990s, it appeared that the days of the mainframe were numbered, as centralized processing gave way to desktop and distributed client server systems. In response to this trend, the mainframe vendors improved the capability of these large computer systems to support newer languages, multiple operating systems, and diverse communication protocols. As a result, the term Enterprise Server has become increasingly more common, and the demise of the "mainframe" has been vastly overstated. With these new capabilities in mind, ISS will be developing strategies to most efficiently leverage the improved connectivity and processing power of its Enterprise Server. A plan will be developed in FY 1998-99 for migrating the County's applications and information to the most appropriate platform.

Definition of Program and Services

To provide technical services for the ISS organization. Data Communications Services (DCS) provides network services to users of the Palm Beach County Enterprise Network, including departments and agencies under the Board of County Commissioners as well as various Constitutional Officers. Server Administration Services (SAS) provides the framework of a reliable and scalable enterprise of networked servers as well as desktop support. Database Administration Services (DAS) provides the development and production environments with stable, efficient and recoverable database platforms. Enterprise Center Services (ECS) provides dynamic and progressive production processing and printing. Geographic Information Systems (GIS) will provide GIS digital and spatial data, and value-added analysis services.

Program Objectives for FY 1999

1. Complete replacement of a Courthouse network infrastructure for the Wide Area Network Enterprise Capital Improvement Program.
2. Establish a GIS Service Bureau.
3. Establish a work order task management system.
4. Provide 93% network availability.
5. Provide database support to attain a 95% up-time availability.
6. Complete 90% of all production jobs as scheduled.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
% customer service requests completed on time	n/a	n/a	n/a	85%	85%
Computer resource utilization (hours)	4,473	+30%	n/a	5,815	5,815
On-line data storage (billion bytes)	674	+50%	n/a	1,011	1,011
Tape processing/storage (billion I/O)	108	+50%	n/a	162	162
% database availability	n/a	n/a	n/a	95%	95%
% jobs completed as scheduled	n/a	n/a	n/a	90%	90%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$8,983,193	\$9,741,750	\$9,350,804	\$11,339,279
Other	(107,136)	-	-	-
TOTAL	\$8,876,057	\$9,741,750	\$9,350,804	\$11,339,279
APPROPRIATIONS				
Personal Services	\$3,643,090	\$3,982,911	\$3,709,288	\$4,234,871
Operating Expenses	4,622,397	4,964,249	5,022,242	6,414,138
Capital Outlay	215,920	595,674	483,258	364,681
Debt Service	82,459	136,016	136,016	157,400
Non-Operating	-	62,900	-	168,189
TOTAL	\$8,563,866	\$9,741,750	\$9,350,804	\$11,339,279
STAFFING				
Full Time Equivalents (FTEs)	63.91	63.91	61.91	64.00

Summary of Key Funding/Service Issues

Access Security for Internet/Intranet to be Improved: As the use of both the Internet and agency Intranets increases, the need to protect access also increases. ISS will be installing Novell's BorderManager to accomplish this. BorderManager is a directory-based network services software that manages, secures, and accelerates user access to Web-based information, and allows for the control of access rights via the Novell Directory Service (NDS) already in place. Through sophisticated caching of Web-based information on distributed servers, it speeds users' access, reduces network bandwidth requirements, and accelerates internal web sites. **Estimated Fiscal Impact: \$40,000.**

Oracle Database: Upgrade to Maintenance: Funding for two software products is budgeted to allow faster reorganization of very large, mission critical production Oracle database systems. Mission critical databases have a 24 hour-a-day, 7 day-a-week user demand, which must be interrupted for periodic reorganization of the data to keep it rapidly accessible to its users. The current download and reorganization is very time consuming. Using the

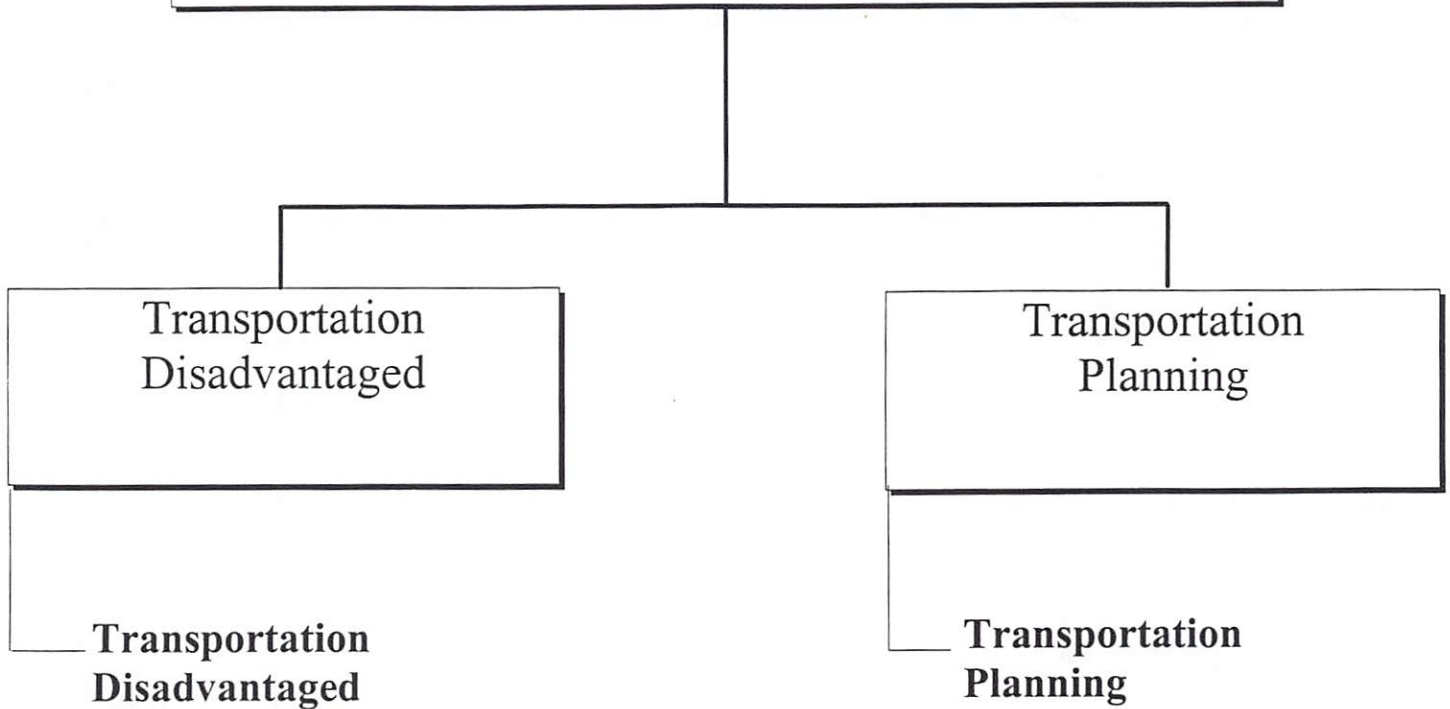
new software will allow this procedure to be accomplished in a few hours, which will also allow for its completion in the least heavy user times. This software will facilitate servers currently housing data for the Tax Collector and ISS Production. **Estimated Fiscal Impact: \$75,000.**

Work Order Task Management System to be Established: The Dispatch function within Technical Services, created in FY 1997-98, will establish a work order task management system to provide for improved customer communication, task management, and quality assurance.

Support Position Needed for Technical Services: Technical Services, which includes Server, Desktop, and Network Administration, the Enterprise Center, and the Solutions Center, currently has no support position for administrative functions. Funding has been approved to provide a secretarial position. **Estimated Fiscal Impact: \$23,212.**



Metropolitan Planning Organization



10 Positions

Motor Vehicle Insurance

Policy No. 123456789

Insured Name
John Doe

Insured Name
Jane Doe

Insured Name
John Doe

Insured Name
Jane Doe

Mission

To perform continuous comprehensive and coordinated transportation planning required under federal, state, and local regulations.

Summary of Services/Facilities

The Metropolitan Planning Organization (MPO) is responsible for both long (twenty years) and short (five years) range comprehensive transportation planning. The areas monitored by the MPO have expanded beyond socio-economic data, transit statistics, and roadway improvements and now include other travel modes, safety, and

beautification. As a large urban area with a population exceeding 1,000,000, the MPO serves as a TMA (Transportation Management Area) with the attendant responsibilities and requirements. The MPO also serves as the designated Community Transportation Coordinator for the provision of services to the transportation disadvantaged.

Trends and Issues

Significant Changes in the Transportation Planning Process: With the passage of the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), the MPO has taken on an expanded role in the transportation and comprehensive planning activities in Palm Beach County.

Impact of Future Population Growth: In past years, Palm Beach County has experienced a rapid

rate of growth. With this growth has come attendant transportation system problems. Traffic volumes have continued to increase approximately four percent annually in recent years. The existing backlog of congested roadways must be addressed as well as short term and long range projected transportation. A multi-modal system must be part of a strategic plan to meet the demands of population growth.

Significant Changes From Prior Year

Regional Transportation: The MPO has increased involvement in regional transportation planning activities. The staff provides support jointly with

Broward and Dade Counties for the Regional Transit Organization. Air quality planning activities are also regional in nature.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$2,802,658	\$2,368,003	\$2,198,099	\$2,275,751
User Fees/Charges	240	-	50,000	25,000
Other	77,149	-	-	183,296
TOTAL	\$2,880,047	\$2,368,003	\$2,248,099	\$2,484,047
APPROPRIATIONS				
Personal Services	\$544,057	\$604,674	\$494,354	\$599,140
Operating Expenses	1,004,197	1,454,059	1,478,353	1,427,973
Capital Outlay	44,414	96,650	7,750	5,000
Non-Operating	659,610	624,000	386,000	858,336
TOTAL	\$2,252,278	\$2,779,383	\$2,366,457	\$2,890,449
STAFFING				
Positions	10	10	10	10
Full Time Equivalents (FTEs)	10.00	10.00	10.00	10.00

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Board requested special studies completed.	2	n/a	n/a	2	2
New studies and updates to existing plans completed as scheduled.	2	n/a	n/a	2	2
Compliance documents completed as required under Federal and State yearly reporting requirements.	3	n/a	n/a	3	3

Definition of Program and Services

To develop, implement, coordinate, and monitor a transportation service program and plan for Palm Beach County's disadvantaged population. The client base is composed primarily of those persons who, because of physical or mental disability, income status, age, handicap, high risk or at-risk children, are unable to transport themselves or purchase transportation. Services entail the transportation of disadvantaged persons to health care, employment, education, shopping, social activities, and other life sustaining activities.

Program Objectives for FY 1999

1. Encourage the use of multiple occupancy vehicles through education and the implementation of a computerized scheduling program.
2. Encourage the use of fixed route transit through screening of trip requests to identify those able to use Palm Tran.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Percent of program operators monitored twice per year	100%	n/a	n/a	100%	100%
Percent invoicing process completed within appropriate time frame	100%	n/a	n/a	100%	100%
Percent annual documents and agreements submitted to regulatory agency within stipulated time frame	100%	n/a	n/a	100%	100%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$1,357,332	\$1,135,021	\$1,138,521	\$1,175,491
Other	77,149	-	-	5,000
TOTAL	\$1,434,481	\$1,135,021	\$1,138,521	\$1,180,491
APPROPRIATIONS				
Personal Services	\$17,204	-	-	-
Operating Expenses	732,944	\$517,437	\$847,837	\$593,033
Capital Outlay	41,208	88,900	-	-
Non-Operating	509,610	654,686	416,686	718,068
TOTAL	\$1,300,966	\$1,261,023	\$1,264,523	\$1,311,101
STAFFING				
Positions	3	3	3	3
Full Time Equivalents (FTEs)	3.00	3.00	3.00	3.00

Summary of Key Funding/Service Issues

Grant Funding for Transportation Disadvantaged: Grant funds will be allocated for door to door service, bus passes, and agency subsidies. Expenditures will be monitored and funding prioritization implemented as appropriate.

Definition of Program and Services

Transportation Planning consists of three components or processes: long range planning; short range planning; and comprehensive planning coordination. The long range planning process (2020 Plan) addresses transportation needs for at least 20 years. The short range planning process addresses existing and interim transportation needs for a five-year period. Comprehensive Planning involves the coordination, maintenance and implementation of local comprehensive plans, regional policy plans, and state growth management planning.

Program Objectives for FY 1999

1. Develop, implement, and maintain a long range multi modal transportation system plan that continues to meet all requirements and guidelines consistent with both local, regional, and statewide comprehensive plans and federal regulations and programs.
2. Develop and maintain a short range planning process to include plan updates to existing management and transportation systems, special studies, and growth management.
3. Promote and establish a meaningful public participation process involving the general public, interested parties, and the business community.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Percent of Unified Planning Work Program completed	100%	n/a	n/a	100%	100%
Percent of 2020 plan completed within time frame (11/30/98)	100%	n/a	n/a	100%	100%
Transportation Data Reports prepared	1	n/a	n/a	2	2

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$1,445,326	\$1,232,982	\$1,059,578	\$1,100,260
User Fees/Charges	240	-	50,000	25,000
Other	-	-	-	178,296
TOTAL	\$1,445,566	\$1,232,982	\$1,109,578	\$1,303,556
APPROPRIATIONS				
Personal Services	\$526,853	\$604,674	\$494,354	\$599,140
Operating Expenses	271,253	936,622	630,516	834,940
Capital Outlay	3,206	7,750	7,750	5,000
Non-Operating	150,000	(30,686)	(30,686)	140,268
TOTAL	\$951,312	\$1,518,360	\$1,101,934	\$1,579,348
STAFFING				
Positions	7	7	7	7
Full Time Equivalents (FTEs)	7.00	7.00	7.00	7.00

Summary of Key Funding/Service Issues

Planning Tasks for FY 1998-99: In FY 1998-99, the Department will complete the update of the 2015 Transportation System Plan to 2020. The MPO will also participate in a regional data collection effort related to the 2000 census and continue supporting regional transit planning activities.

Palm Tran

— **Operations**

— **Maintenance**

— **SpecTran**

— **Marketing**

— **Capital Expansion**

2 Positions

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Mission

To provide Palm Beach County with a safe, convenient, user friendly, and affordable public transportation system.

Summary of Services/Facilities

Palm Tran provides two types of public transit service to nearly all urbanized portions of the County. The current traditional fixed-route service was implemented in August 1996. Service is offered seven days a week from approximately 5:30 a.m. to 8:30 p.m. weekdays with slightly reduced hours on weekends. Major high demand routes operate every 30 minutes weekdays and hourly on weekends. Most other routes operate every 30 minutes during peak travel periods (a.m./p.m. traffic rush) and hourly during midday, nights, and

weekends. Weekday service utilizes 114 of the 144 buses in the fleet.

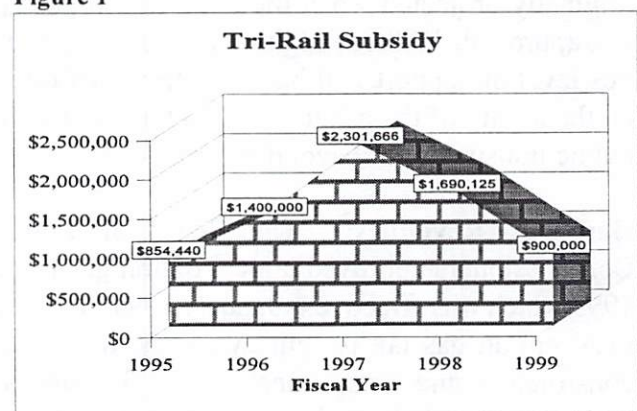
The Accessibility Programs Division of Palm Tran (called SpecTran) provides the second type of public transit service. This Division provides door-to-door specialized service for people with disabilities. The door-to-door service generally operates the same days and hours of service as the fixed-route system. Service is provided by contract.

Trends and Issues

Tri-Rail Subsidy: Beginning in FY 1993-94 and continuing through FY 1996-97, Palm Beach County, along with Dade and Broward Counties, have equally subsidized Tri-Rail's operating loss. During FY 1997-98, Palm Beach County provided an increased subsidy of \$690 thousand in addition to the annual subsidy of \$900,000. For FY 1998-99, a subsidy of \$900,000 is anticipated. Tri-Rail and the other two counties are currently studying additional funding sources as well as the possibility of a three-county regional approach to all mass transit services. See **Figure 1**.

Palm Tran South County Satellite Facility: In January 1997, Palm Tran opened a new satellite maintenance and operations center in Delray Beach. The new facility serves routes operating from Lantana Road south. As a result of the reduced mileage and travel time savings resulting from operating from two facilities, approximately \$1 million in annual operating costs are saved.

Figure 1



ADA Compliance: FY 1995-96 marked the conversion from operating the SpecTran paratransit service under the State Transportation Disadvantaged (TD) Program to service mandated by the Americans with Disabilities Act (ADA). As a result of the larger service area caused by the expansion of the fixed-route service and longer service hours, demand for ADA and TD service has

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$8,523,548	\$17,732,899	\$15,243,412	\$17,446,705
User Fees/Charges	3,291,845	4,546,025	3,691,374	4,799,527
Other	730,544	919,473	697,091	12,147,120
Interfund Transfers	21,712,395	22,098,554	19,884,454	5,715,040
TOTAL	\$34,258,332	\$45,296,951	\$39,516,331	\$40,108,392
APPROPRIATIONS				
Personal Services	\$16,307,740	\$18,536,265	\$17,492,403	\$17,712,490
Operating Expenses	11,339,023	9,963,727	11,110,667	10,562,173
Non-Operating	-	-	-	440,729
Capital Outlay	6,933,318	16,796,959	10,913,261	11,393,000
TOTAL	\$34,580,081	\$45,296,951	\$39,516,331	\$40,108,392
STAFFING				
Positions	-	2	2	2
Full Time Equivalents (FTEs)	-	2.00	2.00	2.00

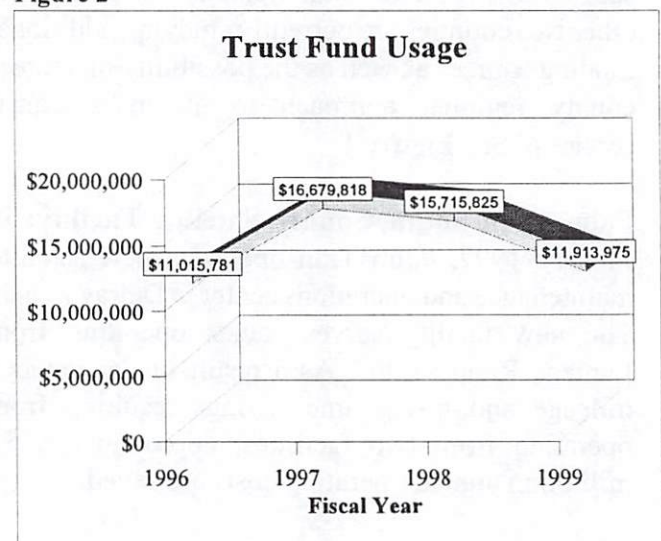
Significant Changes From Prior Year

substantially increased. The budget for FY 1998-99 is approximately \$3.7 million above the amount originally projected when the mass transit gas tax was approved. Without additional revenue sources, this level of support will have a detrimental effect on the ability of the gas tax to fund the fixed-route public transit system beyond FY 1998-99.

Gas Tax Revenues: The Board of County Commissioners approved a local option gas tax in 1993 which was effective in January 1994. The new local option gas tax is split evenly between road construction and mass transit. The 3 cents per gallon portion dedicated to mass transit generates approximately \$10 million annually. With the system expansion in August 1996, the current level of public transit requires more revenue than is generated annually by the gas tax. As a result of the increase in the ADA program, without new or increased levels of revenue, the current mass transit trust fund will not provide sufficient revenue beyond FY 1998-99. See Figure 2.

System Expansion: Full expansion of the fixed-route transit system was completed in August 1996. Since that time daily ridership has nearly doubled and continues to show increases each month. As the system matures, Palm Tran is reviewing and eliminating non-productive routes while maintaining the ridership growth.

Figure 2



Definition of Program and Services

To provide daily scheduled service in a timely, safe, customer friendly, and professional manner. Primary services include:

- ◆ hire and train drivers;
- ◆ dispatch vehicles;
- ◆ establish work assignments and administer the union contract;
- ◆ investigate accidents; and
- ◆ investigate and respond to customer complaints.

Program Objectives for FY 1999

1. Maintain "At-fault" accidents to less than .5 per 100,000 miles.
2. Provide greater than 99.5% of scheduled service.
3. Increase the percent of on-time performance to 90% for peak hour trips and 95% for off peak trips.
4. Increase average miles per passenger complaint to 7,500.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
"At-fault" accidents per 100,000 miles	3.3	n/a	2.5	.5	.5
Percent of scheduled trips met	100%	n/a	n/a	99%	99%
Percent of trips on time - Peak /Off-peak	80%	n/a	n/a	90% / 95%	90% / 95%
Average miles per complaint	n/a	n/a	n/a	6,500	7,500

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$2,965,352	\$3,709,442	\$6,171,563	\$6,157,705
User Fees/Charges	3,291,845	4,414,025	3,630,374	4,622,623
Other	219,017	907,128	688,457	7,847,228
Interfund Transfers	18,130,789	15,087,677	13,119,150	5,035,000
TOTAL	\$24,607,003	\$24,118,272	\$23,609,544	\$23,662,556
APPROPRIATIONS				
Personal Services	\$12,083,269	\$14,000,138	\$13,127,469	\$13,047,095
Operating Expenses	4,766,704	3,780,260	3,711,199	3,418,280
Capital Outlay	96,521	9,825	3,600	-
TOTAL	\$16,946,494	\$17,790,223	\$16,842,268	\$16,465,375
STAFFING				
Positions	-	2	2	2
Full Time Equivalents (FTEs)	-	2.00	2.00	2.00

Summary of Key Funding/Service Issues

Cost per Mile: The direct operating costs for FY 1998-99 are projected at \$3.00 per mile. The slight increase over FY 1997-98 is a result of inflationary increases. Service cuts are to be implemented in May 1998, and will result in reduced route miles. See Figure 3 and Figure 4.

Figure 3

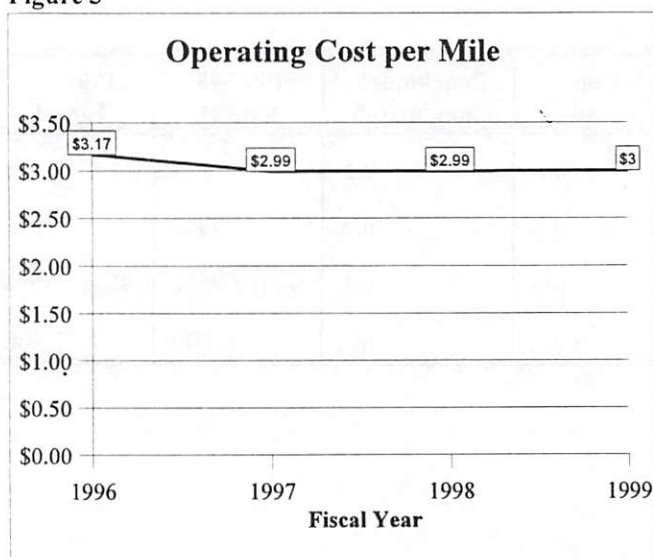
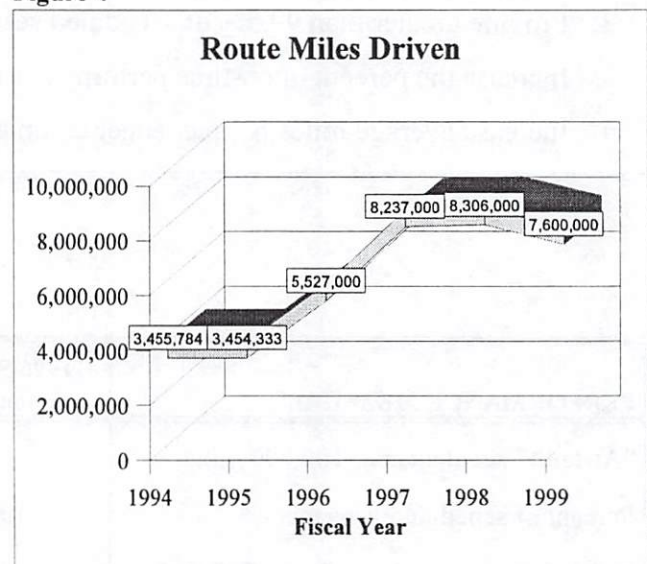


Figure 4



Definition of Program and Services

To provide proper, cost effective maintenance of the bus fleet ensuring that sufficient vehicles are available to meet the daily service requirements. Primary services include:

- ◆ preventive maintenance and tire rotation on buses and service vehicles;
- ◆ accident repair, routine maintenance, and road call assistance;
- ◆ daily cleaning, washing and fueling of buses and service vehicles;
- ◆ storage and replacement of parts inventory; and
- ◆ revenue collection.

Program Objectives for FY 1999

1. Perform proper preventive maintenance every 6,000 miles.
2. Increase average time between road calls by 10%.
3. Ensure sufficient vehicles are available to meet scheduled service.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Average miles between road calls	3,092	n/a	n/a	6,000	6,600
Average miles between wheelchair lift road calls	42,220	n/a	n/a	75,000	75,000

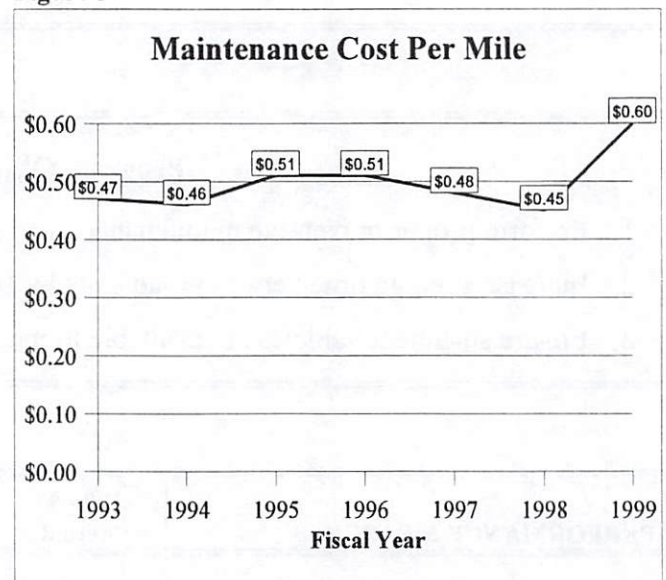
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$3,085,780	\$3,270,613	\$3,060,904	\$3,745,993
Operating Expenses	2,128,067	1,356,365	1,604,323	1,437,902
Capital Outlay	60,055	43,225	-	-
TOTAL	\$5,273,902	\$4,670,203	\$4,665,227	\$5,183,895

Summary of Key Funding/Service Issues

Maintenance Budget: The maintenance budget is a direct reflection of the miles operated and the age of the fleet. The increase in FY 1998-99 over FY 1997-98 for personal services is due to the net of inflationary increases and the proper reclassification of all Maintenance personnel. Without the reclassification, personal services would only slightly increase due to full staffing of both facilities, while operating costs reflect a slight decrease compared to estimated.

Cost Per Mile: The maintenance cost per mile in **Figure 5** shows an average figure of approximately \$.50 from FY 1993 through FY 1998. The cost per mile for FY 1998-99 of \$.60 is the result of increased personal services costs based on reclassification. Without the reclassification, the projected cost for FY 1998-99 would be \$.50.

Figure 5



Definition of Program and Services

The Accessibility Programs Division is responsible for Palm Tran's programs and services for people with disabilities. The division's primary program is the SpecTran Dial-A-Ride program. The SpecTran program administers door-to-door transportation services for seniors and people with disabilities, a requirement under the Americans with Disabilities Act (ADA). The Division also provides services under Chapter 427, Florida Statutes, which mandates transportation for individuals defined as "transportation disadvantaged," (TD)." While the transportation services are provided by a contractor, Ambulette of the Palm Beaches, the Accessibility Programs staff is responsible for all administrative functions of the SpecTran program, including: contract management, eligibility certification, trip scheduling, and customer service monitoring.

Program Objectives for FY 1999

1. Provide service as outlined by the ADA and TD statutes.
2. Evaluate 150 paratransit applicants per month.
3. Provide fixed-route transit training to 100 individuals per month.

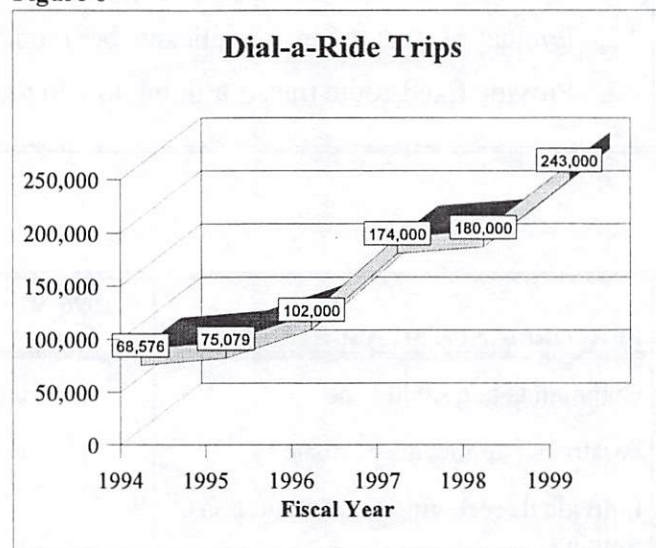
PERFORMANCE MEASURES	1996- 97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Complaints per 1,000 trips	n/a	n/a	n/a	1	1
Paratransit applicants evaluated	n/a	n/a	n/a	n/a	1,800
Individuals receiving fixed-route transit training	n/a	n/a	n/a	n/a	1,200

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$35,143	\$21,000	\$19,000	\$26,000
User Fees/Charges (sale of surplus)	-	132,000	61,000	176,904
Interfund Transfers	2,753,072	3,605,970	4,542,876	680,040
Other	-	-	-	4,169,892
TOTAL	\$2,788,215	\$3,758,970	\$4,622,876	\$5,052,836
APPROPRIATIONS				
Personal Services	\$927,296	\$940,036	\$1,031,148	\$640,600
Operating Expenses	3,540,244	3,496,253	4,826,339	5,143,325
Capital Outlay	99,475	3,650	-	-
TOTAL	\$4,567,015	\$4,439,939	\$5,857,487	\$5,783,925

Summary of Key Funding/Service Issues

Service Utilization: Dial-a-Ride trips have steadily increased each year. Given the steady increase in demand for ADA paratransit service, coupled with the potential increase in TD services being provided by SpecTran, total service demand is expected to increase to 243,000 trips during FY 1998-99. The total cost for this service is expected to be over \$5 million. This is approximately \$3.7 million above the amount projected when the gas tax use was approved and will impact the ability to provide fixed route and paratransit service without additional revenue past FY 1998-99. A \$1 fare was implemented in May 1998 as allowed by the ADA, but it will minimally offset the cost of these services. The cost per trip is increasing due to a new contract expected for FY 1998-99 that includes a management service. See **Figure 6**.

Figure 6



Definition of Program and Services

To educate customers and the general public regarding Palm Tran's services by developing marketing, advertising, and public relations programs, as well as producing all schedules and media related graphics. Primary services include:

- ◆ market research;
- ◆ Undertake multi-media campaigns and media purchasing;
- ◆ develop internal/external relations programs;
- ◆ produce bus schedules, maps and other media related materials; and
- ◆ provide community outreach programs.

Program Objectives for FY 1999

1. Increase the number of Palm Tran riders to 5.7 million per year.
2. Create a positive community image.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Ridership	3,006,326	n/a	n/a	5,300,000	5,700,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$211,396	\$275,478	\$272,883	\$278,802
Operating Expenses	904,006	700,849	594,555	562,666
Capital Outlay	2,725	550	-	-
TOTAL	\$1,118,127	\$976,877	\$867,438	\$841,468

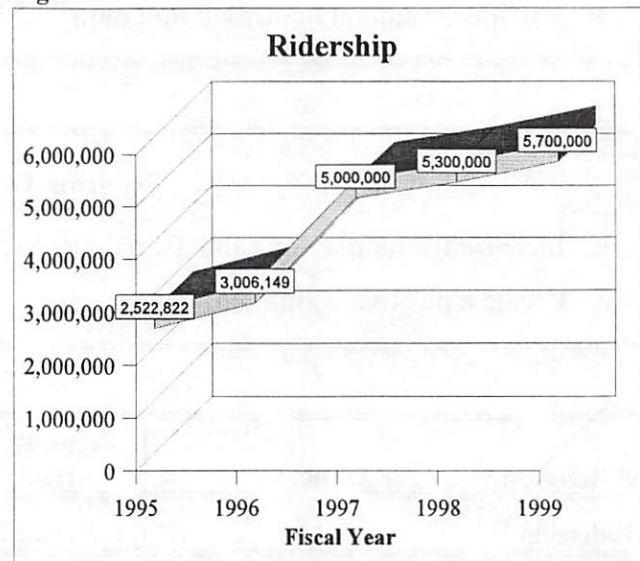
Summary of Key Funding/Service Issues

Ridership Increase: As a result of the expanded fixed-route system, ridership increased significantly during FY 1997-98. Ridership continues to show positive increases each month and is anticipated to have continued growth during FY 1998-99 as a result of marketing, new residents, and an increase of awareness. Approximately 5.7 million riders are anticipated for FY 1998-99. See **Figure 7**.

Increase in Marketing Initiatives: In order to maximize awareness of the many Palm Tran improvements and attract new riders, Marketing initiated a variety of both traditional and innovative strategies including the following:

- Television, radio and print advertisements;
- Selling annual passes for magnet school students in cooperation with the School Board;
- Initiating discussions with various retail establishments to sell passes; and
- Initiating discussions with large employers to determine ridership programs.

Figure 7



Definition of Program and Services

To provide the facilities, machinery, and capital equipment required by the Department to fulfill its mission economically and efficiently.

Program Objectives for FY 1999

1. Complete construction of the new Replacement Maintenance Facility in West Palm Beach.
2. Replace 18 older buses.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Buses replaced	18	n/a	n/a	18	18

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$5,523,053	\$14,002,457	\$9,052,849	\$11,263,000
Other	1,917	12,345	8,634	130,000
Interfund Transfers	1,338,144	3,404,907	2,222,428	-
TOTAL	\$6,863,114	\$17,419,709	\$11,283,911	\$11,393,000
APPROPRIATIONS				
Personal Services	-	\$50,000	-	-
Operating Expenses	\$506,003	630,000	\$946,204	\$1,175,000
Capital Outlay	6,168,540	16,739,709	10,337,707	10,218,000
TOTAL	\$6,674,543	\$17,419,709	\$11,283,911	\$11,393,000

Summary of Key Funding/Service Issues

Replacement Buses: Eighteen of Palm Tran's fleet of buses need to be replaced. The Board of County Commissioners recently authorized transmittal of a grant request to secure funding for the replacement buses.

Replacement Operations and Maintenance Facility: Construction of a replacement main operations and maintenance facility for Palm Tran began in June 1997, with completion expected in late 1998. The new facility will replace the current facility on Florida Mango Road in West Palm Beach.

Parks & Recreation

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graph TD; A[Parks & Recreation] --> B[Planning & Design Division]; A --> C[Maintenance Division]; A --> D[Recreation Division]; B --> E[Park Development & Operations]; C --> F[ ]; D --> G[Recreation Programs & Facilities];
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Planning &
Design
Division

**Park Development
& Operations**

Maintenance
Division

Recreation
Division

**Recreation Programs &
Facilities**

473 Positions

Part 3: Recording

1. Name of the person	2. Date of birth	3. Place of birth
John Doe	1950-01-01	New York, NY

1. Name of the person
2. Date of birth

1. Name of the person
2. Date of birth

Mission

To continually improve the quality, quantity, and cost effectiveness of services provided to the public by:

- ▶ acquiring, developing and maintaining adequate park acreage to meet the needs of residents;
- ▶ providing the public free access to the community's natural resources;
- ▶ providing people of all ages the recreational opportunities, which meet their diverse personal, social and cultural needs;
- ▶ providing children with recreational opportunities that improve self-esteem and promote positive social development; and
- ▶ providing for the safety of park users through the provisions of park law enforcement officers, lifeguards, safety education programs and proper preventive maintenance.

Summary of Services/Facilities

The Parks and Recreation Department serves residents countywide through eighty-five regional, district, community, beach, and neighborhood parks encompassing 7,300 acres. Services range from public safety to grounds maintenance and recreation programs for all ages and abilities to funding assistance programs to other park providers.

Special facilities include family aquatic centers, community centers, nature centers, championship golf courses, and historical and cultural museums. Development of new parks to meet the needs of a growing population occurs through the Parks Capital Program, which is primarily funded through impact fees, bonds, and grants.

Trends and Issues

County Funded Assistance: In an effort to meet the demand for additional recreational facilities and programs, the County has initiated numerous funding efforts with the School Board, municipalities, and other public and private service providers. One of the most successful funding programs has been the Recreation Assistance Grant Program that has provided \$7.7 million over the past five years to fund more than 107 separate projects.

Cost Effectiveness: The Parks and Recreation Department will continue to explore various methods of increasing revenue to offset associated expenditures in meeting the demand for programs

and services at new and existing facilities. Emphasis will continue to be placed on aquatic and athletic facilities during FY 1998-99.

Capital Program: It is estimated that more than \$20,000,000 will be expended annually the next three years for the acquisition and development of new park facilities. Associated with this development are projected annual operating and maintenance costs in the amount of 6 - 10% of the Capital Program. This investment in capital is necessary to address the increase in population and associated demand for new facilities.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$5,425,428	\$6,163,785	\$6,132,375	\$7,665,614
Inter-Departmental Charges	-	-	-	283,000
Other	357,587	673,203	718,645	1,218,857
Interfund Transfers	75,000	100,072	91,400	98,157
TOTAL	\$5,858,015	\$6,937,060	\$6,942,420	\$9,265,628
APPROPRIATIONS				
Personal Services	\$16,738,893	\$18,565,191	\$17,541,088	\$19,823,093
Operating Expenses	10,143,505	11,073,932	10,684,989	12,199,474
Capital Outlay	1,066,621	1,494,238	1,444,135	2,380,577
Debt Service	141,862	124,064	124,064	124,139
Grants and Aids	128,500	157,358	157,358	193,758
Non-Operating	480,809	1,435,538	481,421	1,380,214
TOTAL	\$28,700,190	\$32,850,321	\$30,433,055	\$36,101,255
STAFFING				
Positions	440	449	449	473
Full Time Equivalents (FTEs)	427.46	436.21	436.21	460.71

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Developed acres per 1,000 population	3.29	n/a	n/a	3.41	3.40
Population	1,003,684	+12%	n/a	1,024,761	1,046,281
Net operating cost per capita	\$22.76	+42%	n/a	\$22.92	\$25.52
Volunteers Hours	68,000	n/a	70,000	72,000	73,000
Customer satisfaction index	n/a	n/a	90%	91%	90%

Significant Changes From Prior Year

Morikami Gardens: The new Japanese Gardens continue to be constructed at the Morikami Museum. Four positions and associated operating expenses were added to maintain portions of the garden completed.

Juno Beach Pier: The Juno Beach Park Pier is scheduled to open in January 1999 through a contractual operator. Based on operating restrictions placed on the Pier, contract subsidization will be required the first two to three years of operation.

Additional liability insurance is also required.
Fiscal Impact: \$83,500.

After School Program: Funding was provided to increase the number of days Program Modules are offered to every middle school in Palm Beach County. It is anticipated that attendance will increase from 2,000 at-risk youth served per day to approximately 2,600 per day. Service and program levels will increase by one additional module per week times thirty-six weeks of programs for 26

middle schools.

South County Aquatic Complex: A new Aquatic Center will open in South County Regional Park in April of FY 1999. This facility will include a recreation center, pool, water slide, and lazy river. The facility is estimated to generate gross revenue in excess of \$800,000 per year with annual operating expenses of \$675,00 and serve over 180,000 people. Six additional full time positions were added as well as 40 on call and seasonal positions.

Ocean Cay Park: Four positions and associated

operating costs and equipment were added to provide lifeguard services and maintain the grounds, structures, and facilities at this new beach park scheduled to open by the third quarter of the year.

Fiscal Impact: \$54,581.

Peanut Island/Phase I: Personnel and associated operating costs and equipment were added to maintain the grounds, structures, and facilities at this new park scheduled to open in the third quarter of the year. Phase I development includes manager's residence, path system, restrooms, boat dock, and campground. **Fiscal Impact: \$52,153.**

Definition of Program and Services

The provision of safe, clean, functional, and attractive parks, structures, and open spaces which meet the passive and active recreational needs of the visiting public. Primary services include:

- ◆ provide for continued acquisition and development of properties to meet the recreational needs of a growing population;
- ◆ provide the daily grounds maintenance of all park properties such as mowing, edging, fertilizing, restroom and picnic area cleaning, refuse collection and disposal, and beach cleaning;
- ◆ provide support services for youth association functions, special events and other recreational activities occurring throughout the park system;
- ◆ ensure park structures and furnishings are maintained in a safe, functional and attractive condition;
- ◆ protect the integrity of the natural resources through restoration and scheduled maintenance;
- ◆ operate and maintain park campgrounds countywide; and
- ◆ provide proactive specialized law enforcement patrol for all park lands and waters.

Program Objectives for FY 1999

1. Increase Campground revenue to at least \$590,000.
2. Increase developed park acres by 2%.
3. Maintain 90% of park properties in accordance with developed standards.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Developed acres	3,264	+44%	n/a	3,492	3,557
Net operating cost per developed acre	\$3,681	n/a	n/a	\$3,805	\$3,913
% of parks maintained to standards	92%	n/a	90%	90%	90%
Campground revenue	\$500,834	n/a	n/a	\$527,000	\$594,450
FTE law enf. deputies/ 1,000 acres	8.6	-4%	12.0	8.0	9.0

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$776,759	\$739,000	\$769,210	\$810,400
Inter-Departmental Charges	-	-	-	283,000
Other	369	-	1,427	1,050
Interfund Transfers	75,000	75,000	75,000	75,000
TOTAL	\$852,128	\$814,000	\$845,637	\$1,169,450
APPROPRIATIONS				
Personal Services	\$9,616,716	\$10,606,081	\$9,988,575	\$11,132,234
Operating Expenses	5,943,650	6,242,582	6,005,643	6,528,420
Capital Outlay	866,405	1,130,578	1,113,683	1,067,418
Debit Service	240	-	-	-
Non-Operating	(283,106)	(283,000)	(283,000)	-
TOTAL	\$16,143,905	\$17,696,241	\$16,824,901	\$18,728,072
STAFFING				
Positions	255	260	260	276
Full Time Equivalents (FTEs)	253.77	258.31	258.31	274.99

Summary of Key Funding/Service Issues

Increased Developed Park Acreage: The additional development of existing park acreage, coupled with the development of new parks, has increased the cost of utilities, supplies, staff, and the number of athletic fields renovated annually. Maintaining parks to current standards continues to be a top priority.

Maintenance of Aging Park Facilities: Emphasis on preventive maintenance continues, shifting focus to areas not yet fully addressed, such as bike paths, roadways, and dugouts. Attempts to operate in a proactive mode continue and substantial progress has been achieved in the areas of playground

equipment, small shelters, fencing, and irrigation systems. This is also important due to associated safety and liability issues.

Increased Usage of Existing Park Facilities: The increased usage of park facilities due to the ever increasing population has resulted in a greater workload for existing staff. With greater usage, athletic fields, general turf areas, restrooms, shelters, and bike paths and other amenities require more maintenance. This increase is evidenced by the higher number of people using the parks for athletic activities, special events, and recreation programs.

Definition of Program and Services

To provide quality recreation opportunities for people to pursue their needs and interests during their leisure time. Primary services include:

- ◆ provide a variety of recreation programs, activities and events for people of all ages and abilities;
- ◆ manage, program and coordinate the use of the Department's recreational facilities;
- ◆ coordinate and program the use of athletic facilities by youth and adult groups and individuals;
- ◆ provide a variety of youth programs which include countywide after school and summer camp programs at schools and park facilities;
- ◆ provide self-sustaining comprehensive golf opportunities at County courses;
- ◆ provide prevention, rescue and emergency medical services at County beaches and pools; and
- ◆ provide water safety education instruction and presentations for schools, groups and individuals.

Program Objectives for FY 1999

1. Increase the number of summer camp spaces available by 10%.
2. Increase the number of youth programs offered and total youth served by 5%.
3. Increase the number of golf rounds played by 5%.
4. Improve customer service and operational efficiency by establishing program registration and facility permit services in the South County area.
5. Continue to explore community collaboration opportunities to expand and improve programs and services.
6. Increase pool revenues to at least \$1,600,000.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Total programs	4,446	+114%	n/a	3,638	4,660
Program and facility attendance	6,467,749	+26%	n/a	6,600,000	6,500,000
Program participant satisfaction rating	n/a	n/a	n/a	n/a	95%
Golf rounds played	148,766	+129%	n/a	151,800	160,000
Net cost per participant	\$1.08	+4%	n/a	\$1.28	\$1.20
Pool Revenues	\$478,070	+200%	n/a	\$726,900	\$1,699,200

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$4,648,669	\$5,424,785	\$5,363,165	\$6,855,214
Other	357,218	673,203	717,218	1,217,807
Interfund Transfers	-	25,072	16,400	23,157
TOTAL	\$5,005,887	\$6,123,060	\$6,096,783	\$8,096,178
APPROPRIATIONS				
Personal Services	\$7,122,177	\$7,959,110	\$7,552,513	\$8,690,859
Operating Expenses	4,199,855	4,831,350	4,679,346	5,671,054
Capital Outlay	200,216	363,660	330,452	1,313,159
Debt Service	141,622	124,064	124,064	124,139
Grants and Aids	128,500	157,358	157,358	193,758
Non-Operating	763,915	1,718,538	764,421	1,380,214
TOTAL	\$12,556,285	\$15,154,080	\$13,608,154	\$17,373,183
STAFFING				
Positions	185	189	189	197
Full Time Equivalents (FTEs)	173.69	177.90	177.90	185.72

Summary of Key Funding/Service Issues

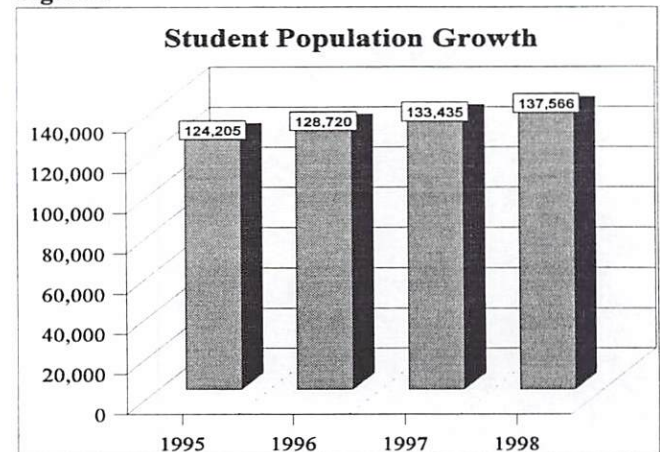
Demand for Children Services: The tremendous increase in the student age population coupled with the recent elimination of summer school has resulted in a demand for programs and facilities that far exceeds the current supply. To accommodate this demand, it is necessary that all recreation providers work together to maximize the utilization of existing facilities and expand their after school and summer camp programs. See **Figure 1**.

Customer Focused Initiative: To improve service the Recreation Division will establish recreation program registration and facility permit services in the South County.

Increased Program Offerings at Pools: To increase attendance and revenue at the four pools, the Recreation Division will expand its service focus from the current blend of competitive and recreational activities to more diverse program offerings. This expansion will result in increased levels of recreational use to include additional swim lessons, special events, activities, pool rentals, lap swimming, and open swimming.

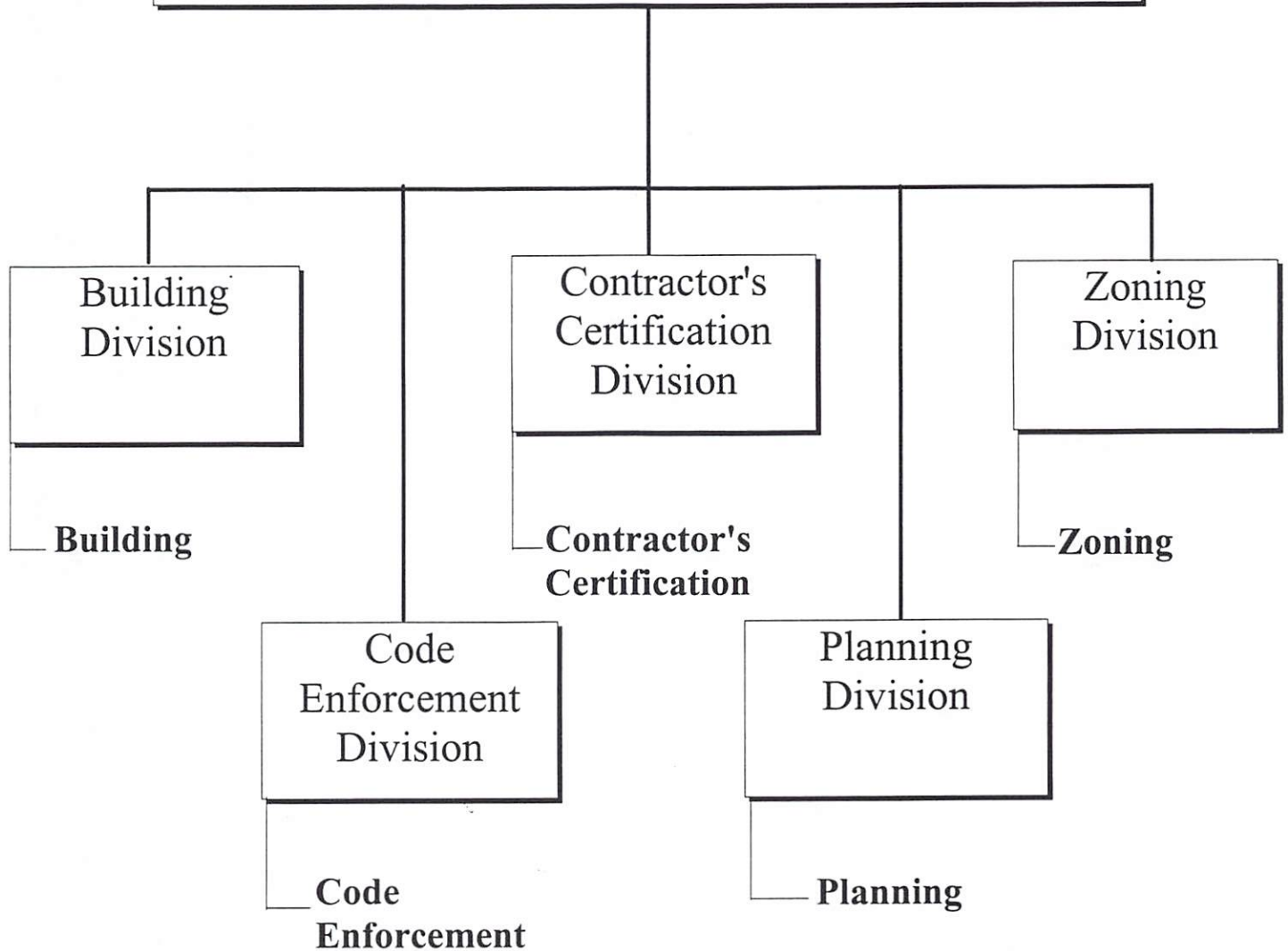
Opening of Unique Recreation Facilities: In addition to other facility-related expansions, the Recreation Division will improve service and respond to public demand by opening two unique recreational facilities during FY 1999: *North County Pier* at Juno Beach and the *South County Regional Park Aquatic/Recreation Center*. Based on current levels of interest it is anticipated that these facilities will be well received and utilized by the community.

Figure 1

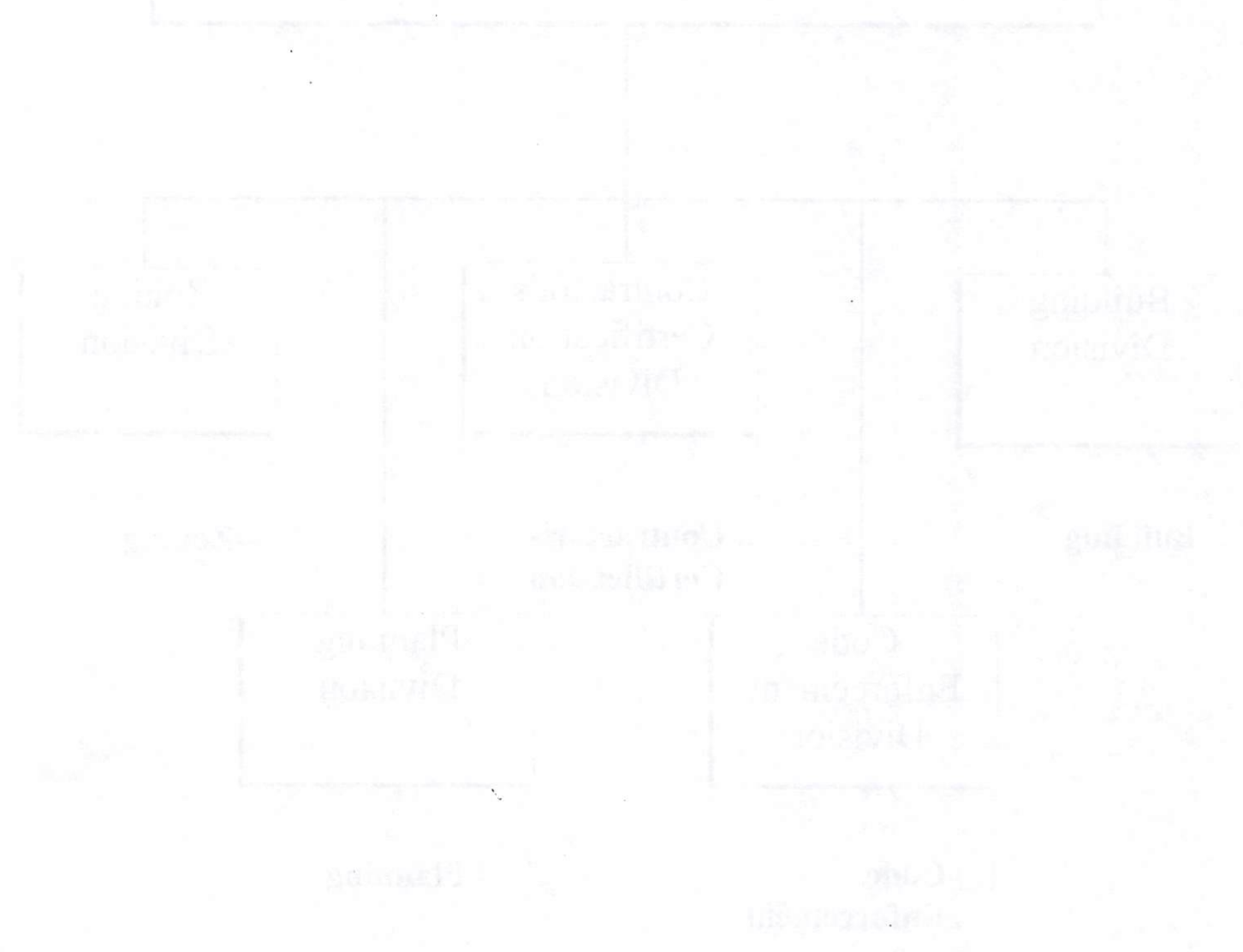




Planning, Zoning & Building



Planning & Control



Mission

To help the people of Palm Beach County maintain a quality community through:

- ▶ comprehensive planning which responds to the changing needs and values of the community, both in the natural and built environments, and creates opportunities to realize the community's desired vision of the future;
- ▶ development review which applies performance and aesthetic standards for new development and redevelopment;
- ▶ inspections which insure a safe, well-built environment;
- ▶ the equitable enforcement of County codes which promote safety and livability;
- ▶ the certification of contractors to protect the community by assuring a knowledgeable, qualified workforce; and
- ▶ enhancement and promotion of intergovernmental relationships between the public and private sectors.

Summary of Services/Facilities

The Planning, Zoning and Building Department provides growth management services including comprehensive planning, development review, construction permitting and inspection, code enforcement, and certification of contractors. Services are provided at the Department's main

facility in West Palm Beach. Limited services are provided from a South County office at the Southeast County complex, a Northeast County office at the Juno Beach Town Hall, and a West County office in the Governmental Building in Belle Glade.

Trends and Issues

Managed Growth: The Planning Division will continue to develop the Managed Growth Program including implementation tools. The Ag Reserve Bond Issue, Community Redevelopment and Brown Fields will impact the work program. The Division will be considering other revisions and refinements to the Land Use Element based on the Evaluation and Appraisal Report (EAR).

Zoning: The Zoning Division will initiate a thorough review of the overall Development Review Committee (DRC) process. The Division will continue implementation of the recently adopted Commercial Communications Tower Ordinance, including monitoring of tower emissions and creation of a countywide data base of tower locations. To be completed this year are amendments to the text of the Unified Land

Development Code (ULDC), including the following topics: agricultural reserve zoning district, infill/redevelopment regulations, permitted and conditional use, and planned development districts.

Building Division: The County's continued favorable economic outlook is expected to sustain building permit activity at current levels. Planned adoption and implementation of updated building codes during the first quarter of the fiscal year may temporarily increase permit applications in typical response to new codes. Assessment of building permit fee schedules in concert with construction industry representatives is planned and will examine current and anticipated service levels and the effectiveness of present cost recovery.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$11,757,721	\$10,741,500	\$10,980,500	\$11,190,500
Grants	-	-	-	40,000
User Fees/Charges	898,154	832,500	907,500	925,000
Fines & Forfeitures	285,526	180,000	328,000	350,000
Other	13,005,167	11,157,792	13,415,847	12,725,732
TOTAL	\$25,946,568	\$22,911,792	\$25,631,847	\$25,231,232
APPROPRIATIONS				
Personal Services	\$15,638,614	\$17,307,951	\$16,399,224	\$17,627,487
Operating Expenses	5,026,498	8,274,024	5,673,519	8,647,113
Capital Outlay	574,483	758,600	94,591	668,209
Debt Service	34,091	45,955	59,546	59,810
Non-Operating	750,000	7,237,848	282,500	9,268,445
TOTAL	\$22,023,686	\$33,624,378	\$22,509,380	\$36,271,064
STAFFING				
Positions	330	330	332	334
Full Time Equivalents (FTEs)	330.00	330.00	330.00	332.00

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Code enforcement violations processed	3,421	n/a	n/a	6,000	3,500
Construction plans reviewed	41,167	n/a	n/a	36,000	34,000
Development review petitions	754	n/a	n/a	875	900
Permits issued	53,482	n/a	n/a	52,000	50,000

The impact of the State Building Code referendum will be assessed this year. Further work on the Development Management System (DMS) will be deferred pending reallocation of information system resources to Year 2000 conversion requirements.

Code Enforcement: This year the Division will be concentrating on Community Support Team efforts and coordination with the Sheriff's Community Police Units. Additionally, staff will be looking at ways to improve efforts in landscape enforcement.

Contractor's Certification: The Contractor's Certification Division implemented a revised Local Construction Industry Ordinance. This Ordinance, which was developed in cooperation with the various stake-holders, should result in a greater understanding of the role of the Construction Industry Licensing Board and the Contractor's Certification Division. A key component of this new ordinance is a greater emphasis on alternate dispute resolution processes for consumers.

Automation: Automation will remain an important issue for Planning, Zoning and Building. Major revisions to the current system will occur following the Year 2000 conversion.

Significant Changes From Prior Year

User Fees: In FY 1996-97, \$25,000 was budgeted for a cost of services study to determine the cost of providing services to the public. Implementation of this study is currently ongoing. Based on the

results, changes in service levels, processes, and rates could occur.

Definition of Program and Services

To provide a high level of service to the citizens of Palm Beach County through effective and efficient administration and enforcement of construction codes and standards to ensure the beneficial interests and concern for the preservation and protection of the public's safety, health, and general welfare. Primary services include:

- ◆ timely and thorough review of permit applications, drawings, and specifications for the issuance of building permits;
- ◆ on-site construction inspections performed at the necessary stages in the construction process; and
- ◆ administrative and technical staff support for the Building Code Advisory Board of Palm Beach County and the Construction Board of Adjustment and Appeals.

Program Objectives for FY 1999

1. Attain an average permit processing time as follows:
 - Type III permits (residential renovations, alterations, etc).....6 days.
 - Type V permits (1 & 2 family dwellings, townhouses).....12 days.
 - Type VI permits (multi family and commercial/industrial)....15 days.
2. Develop a Flood Elevation Information Database merging FEMA flood elevation data with zoning development maps (Quad maps) for use in elevation certifications.
3. Evaluate current building permit fee schedules in concert with industry associations to determine the efficacy of present rates schedules for meeting projected service expenditures.
4. Conduct operations analysis relating to the development of a new data management system.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Permit processing time (days):					
Additions, interior alterations	9.8	n/a	n/a	6	6
Residences and townhouses	23.0	n/a	n/a	10	12
Multi-family/non-residential	12.9	n/a	n/a	20	15
Inspections per day per inspector:					
Structural	18.1	n/a	n/a	14	14
Electrical	15.4	n/a	n/a	14	14
Mechanical	11.8	n/a	n/a	12	12
Plumbing	22.3	n/a	n/a	18	18
Condemnations/unsafe	85	n/a	n/a	70	70
% of non-productive inspections	17.3%	n/a	n/a	15%	15%
Construction plans reviewed	41,167	n/a	n/a	36,000	37,500
Total permits issued	53,482	n/a	n/a	52,000	50,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$10,320,087	\$9,401,000	\$9,700,000	\$9,700,000
User Fees/Charges	784,807	729,000	784,800	800,000
Other	12,989,825	11,143,542	13,397,837	12,707,632
TOTAL	\$24,094,719	\$21,273,542	\$23,882,637	\$23,207,632
APPROPRIATIONS				
Personal Services	\$8,333,404	\$9,125,777	\$8,443,593	\$9,094,204
Operating Expenses	2,060,776	3,960,685	2,440,556	3,727,609
Capital Outlay	143,392	94,000	11,549	82,451
Debt Service	9,359	12,225	12,280	12,280
Non-Operating	1,165,822	8,080,855	992,385	10,415,880
TOTAL	\$11,712,753	\$21,273,542	\$11,900,363	\$23,332,424
STAFFING				
Positions	183	183	183	183
Full Time Equivalents (FTEs)	183.00	183.00	183.00	183.00

Summary of Key Funding/Service Issues

Efficiency Improvements: Average permit issuance turnaround time continues to be the major focus of industry and the Building Division. The Division filled several vacant positions and increased staff complements in plans review and permit intake. The result has been a substantial

reduction in turnaround time for plan review with particular improvement in the area of multi-family. With increased staffing and no significant code changes or development impact fee increases anticipated, the Division expects to reduce issuance times even more toward stated targets.

Definition of Program and Services

To enforce all building and zoning-related codes and ordinances applicable in the unincorporated areas of Palm Beach County. Primary services include:

- ◆ respond to complaints by citizens, the Board of County Commissioners, and departments and divisions;
- ◆ establish targeted areas throughout Palm Beach County for review by the Community Support Team to improve the "livability" of the area;
- ◆ conduct inspections for Occupational License approval to assure compliance with applicable codes and ordinances; and
- ◆ conduct hearings before the Code Enforcement Board (CEB) to promote compliance with applicable codes and ordinances.

Program Objectives for FY 1999

1. Reduce the number of cases referred to the Code Enforcement Board to 2,300.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Customer initiated complaints	n/a	n/a	n/a	n/a	6,000
Action Center requests	n/a	n/a	n/a	n/a	200
Commission District complaints	n/a	n/a	n/a	n/a	100
Total Violation Notices issued	n/a	n/a	n/a	n/a	3,000
Number of Notices to Correct issued	n/a	n/a	n/a	n/a	400
Number of cases referred to the CEB	n/a	n/a	n/a	n/a	2,300

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$4,076	\$5,000	\$5,000	\$5,000
Fines & Forfeitures	285,526	180,000	325,000	325,000
Other	29,900	14,200	18,010	18,100
TOTAL	\$319,502	\$199,200	\$348,010	\$348,100
APPROPRIATIONS				
Personal Services	\$1,466,730	\$1,557,533	\$1,580,392	\$1,591,087
Operating Expenses	423,815	680,142	543,068	641,893
Capital Outlay	56,491	27,000	-	27,000
Debt Service	205	-	-	-
Non-Operating	514,671	520,547	407,243	520,191
TOTAL	\$2,461,912	\$2,785,222	\$2,530,703	\$2,780,171
STAFFING				
Positions	36	36	36	36
Full Time Equivalents (FTEs)	36.00	36.00	36.00	36.00

Summary of Key Funding/Service Issues

Team Approach Resulting in Many Benefits: The reorganization of the field staff has proven to be quite effective. The ability to coordinate with the Sheriff's Department has been improved, resulting in several targeted areas throughout the County being handled concurrently. The "Team" approach aids in distributing the workload equally and improving the accountability of field personnel. Staff is working on computer programs which would assist in tracking response times and overall investigative time frames.

New Process for Processing Violations of Conditions of Approval: A new process has been implemented which will allow for a more timely review of violations involving zoning conditions of approval. This will give staff an opportunity to involve the BCC in the enforcement process for petitions where conditions were imposed to address sensitive or controversial issues.

Definition of Program and Services

To implement and enforce the Special Act 67-1876, Laws of Florida and Florida Statute, Chapter 489, which regulate the construction industry within Palm Beach County. Primary services include:

- ◆ licensing of contractors through an examination and evaluation process;
- ◆ field investigation of alleged violations of construction licensing regulations;
- ◆ staff assistance to the Construction Industry Licensing Board;
- ◆ staff assistance to the Local Construction Regulation Board; and
- ◆ recovering fraudulently obtained funds for citizens through investigation, administration, and prosecution processes.

Program Objectives for FY 1999

1. Through administrative resolution procedures, reduce the number of cases referred to the Construction Industry Licensing Board/Local Construction Regulation Board to 20.
2. Through administrative resolution procedures, reduce the number of cases referred to the State Attorney to 20.
3. Close 90% of cases within 30 days.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Cases referred to the Construction Industry Licensing Board/Local Construction Regulation Board	5	n/a	n/a	24	20
Cases referred to the State Attorney	30	n/a	n/a	20	20
% cases closed within 30 days	76%	n/a	n/a	90%	90%
Number of complaints administratively resolved	n/a	n/a	n/a	52	60

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$533,201	\$400,000	\$400,000	\$540,000
Fines & Forfeitures	-	-	3,000	25,000
TOTAL	\$533,201	\$400,000	\$403,000	\$565,000
APPROPRIATIONS				
Personal Services	\$743,047	\$819,397	\$762,805	\$777,659
Operating Expenses	230,763	386,798	305,198	325,345
Capital Outlay	9,015	25,800	1,000	24,800
Debt Service	1,845	4,950	-	-
Non-Operating	523,688	583,112	475,844	553,603
TOTAL	\$1,508,358	\$1,820,057	\$1,544,847	\$1,681,407
STAFFING				
Positions	22	22	22	22
Full Time Equivalents (FTEs)	22.00	22.00	22.00	22.00

Summary of Key Funding/Service Issues

Efficiency Improvements: Assignments will be restructured to reduce travel time and costs in investigating complaints and conducting field audits.

Pro-Active Enforcement: The public education/awareness program will be continued and expanded to provide information to consumers which will alert them to and help them avoid potential

contracting problems.

County Ordinance: A new or revised County Ordinance is needed to improve enforcement capabilities, especially in regard to unlicensed contracting.

Automation: The record system for complaints and investigation results needs to be automated.

Definition of Program and Services

To attain a quality community through comprehensive planning which responds to the changing needs and values of the community, in both the natural and built environments, and creates opportunities to realize the community's desired vision of the future. Primary services include:

- ◆ updating the Comprehensive Plan;
- ◆ review of proposed development for Comp Plan consistency;
- ◆ review of proposed annexations;
- ◆ review petitions for development approval; and
- ◆ respond to requests for planning information from the public, municipalities, and County departments.

Program Objectives for FY 1999

1. Continue to update the Land Use Element of the Comprehensive Plan to incorporate a tier management system as a part of a growth management strategy for the County.
2. Continue small area stabilization and revitalization plans primarily through small area studies and the Countywide Community Revitalization Team (CCRT).
3. Establish a program, including time lines, for the implementation and monitoring of the Comprehensive Plan.
4. Develop a tracking system for amendments which monitors land use conditions of approval.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Demographic data requests	505	n/a	n/a	750	600
Public contacts	2,482	n/a	n/a	2,800	2,850
Proposed annexations reviewed	19	n/a	n/a	15	35
Developer petitions reviewed *	443	n/a	n/a	75	100

* In FY 1997 all petitions going before the Development Review Committee were included, but in FY 1998 only the petitions requiring plan amendments are included.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$89,224	\$78,500	\$98,000	\$100,000
TOTAL	\$89,224	\$78,500	\$98,000	\$100,000
APPROPRIATIONS				
Personal Services	\$1,556,411	\$1,781,699	\$1,787,974	\$2,102,321
Operating Expenses	595,992	950,481	589,440	948,319
Capital Outlay	17,347	40,000	1,621	42,579
Debt Service	1,640	-	(264)	-
Non-Operating	706,456	730,576	598,114	685,082
TOTAL	\$2,877,846	\$3,502,756	\$2,976,885	\$3,778,301
STAFFING				
Positions	40	40	42	44
Full Time Equivalents (FTEs)	40.00	40.00	40.00	42.00

Summary of Key Funding/Service Issues

Purchase of Agricultural Conservation Easements (PACE): The PACE Program is the cornerstone to retention of agriculture in the South County. The Planning Division is providing support staff and will engage in negotiations for the easements under this program. Two outside appraisals are necessary to determine the value of the conservation easement of each property. Funding will occur on a case by case basis.

Growth Management Strategy: The Division will continue the updating of the Land Use Element of the Comprehensive Plan, incorporating a growth management program for unincorporated Palm Beach County.

Amendment/Annexation Tracking Enhancements: The Current Planning Section will

update and enhance its logging and tracking systems for municipal plan amendments and annexations, producing summary reports on an annual basis.

Glades Area Planning/Coordination: In FY 1996-97, the Planning Division assumed a leadership role in the coordinating and facilitating of planning grants, and economic development activities in the Glades Communities. The FY 1998-99 focus is to continue to provide technical assistance to the Glades Area through interlocal agreement with the communities of Belle Glade, Pahokee, and Canal Point. Economic activities will also continue with the cooperative efforts of the Tourist Development Council and the County's Economic Development Coordinator.

Definition of Program and Services

To develop and apply reasonable standards for new development and redevelopment. Primary services include:

- ◆ review proposed developments for recommendations to the BCC and Zoning Commission;
- ◆ update the unified Land Development Code (ULDC);
- ◆ coordinate the Development Review Committee;
- ◆ review applications for variances to the Unified Land Development Code; and
- ◆ perform concurrency determination review.

Program Objectives for FY 1999

1. Establish a program for meeting with industry representatives 4-6 times per year.
2. Adopt revisions to Planned Development District regulations.
3. Adopt revisions to use regulations in the ULDC.
4. Adopt infill/redevelopment regulations in the ULDC.
5. Initiate review of architectural standards for the County by the BCC.
6. Initiate review of sign code requirements for the County by the BCC.
7. Assist with establishment of the PZB Web Page to ensure access to all relevant zoning Division documents.
8. Adopt revisions to Development Review Committee Processes based upon meetings with industry.
9. Adopt revisions to concurrency exemption process.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Meetings with industry	3	n/a	n/a	6	6

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$904,433	\$940,500	\$880,500	\$950,500
User Fees/Charges	20,047	20,000	19,700	20,000
Other	(14,558)	50	-	-
TOTAL	\$909,922	\$960,550	\$900,200	\$970,500
APPROPRIATIONS				
Personal Services	\$1,594,200	\$1,814,400	\$1,705,894	\$1,826,828
Operating Expenses	859,486	1,137,735	1,035,044	1,469,124
Capital Outlay	24,483	261,800	-	261,800
Debt Service	3,013	3,600	3,350	3,350
Non-Operating	981,635	1,025,266	812,294	1,137,659
TOTAL	\$3,462,817	\$4,242,801	\$3,556,582	\$4,698,761
STAFFING				
Positions	49	49	49	49
Full Time Equivalents (FTEs)	49.00	49.00	49.00	49.00

Summary of Key Funding/Service Issues

Outside Assistance: Unified Land Development Code (ULDC) revisions are required in the areas of continued streamlining of the concurrency process, commercial redevelopment regulations, use regulations, supplementary use standards, and planned development regulations. Potential revisions to the ULDC for architectural standards and signage also will be presented to the BCC. Funding of \$110,000 is budgeted to provide assistance in developing the appropriate language.

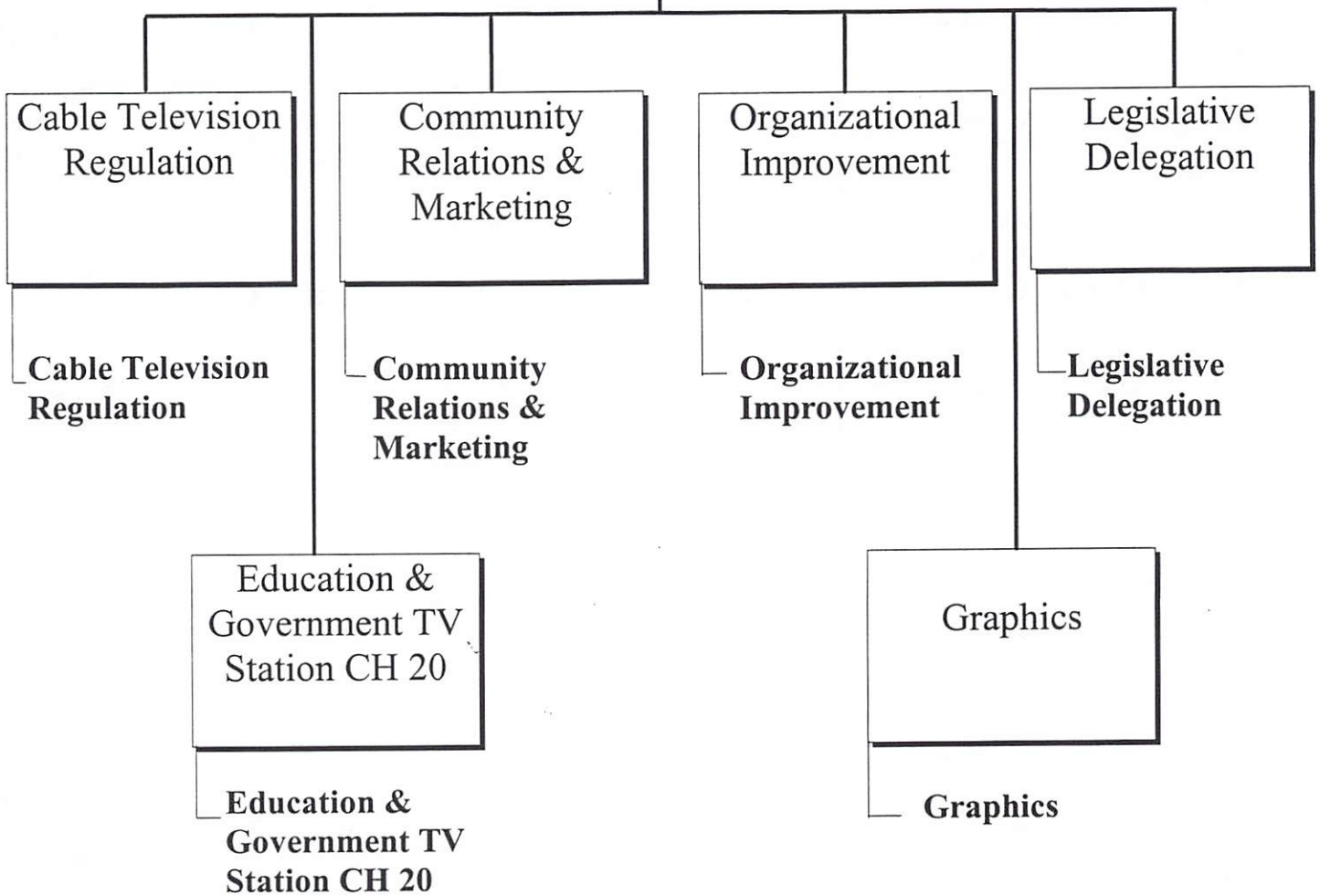
Efficiency Improvements: Through restructuring of staff and responsibilities, the average processing time for special permit and concurrency applications has been reduced from ten to five days for all special permits and from six to four weeks for concurrency applications.

Meetings: Meetings with industry representatives will be held to review zoning and code problems and discuss development trends that will affect Zoning's responsibilities and workload.

Code Revisions: Three major areas of the ULDC are proposed for revision in FY 1998-99: 1) use regulations and supplementary use standards; 2) planned development districts; and 3) infill/redevelopment regulations applicable to coastal commercial and residential properties. Staff will hold workshops in FY 1998-99 with the BCC to consider potential code revisions for architectural standards and signage. In 1997-98 major code revisions were completed for commercial communications towers, agricultural reserve, and landscaping.

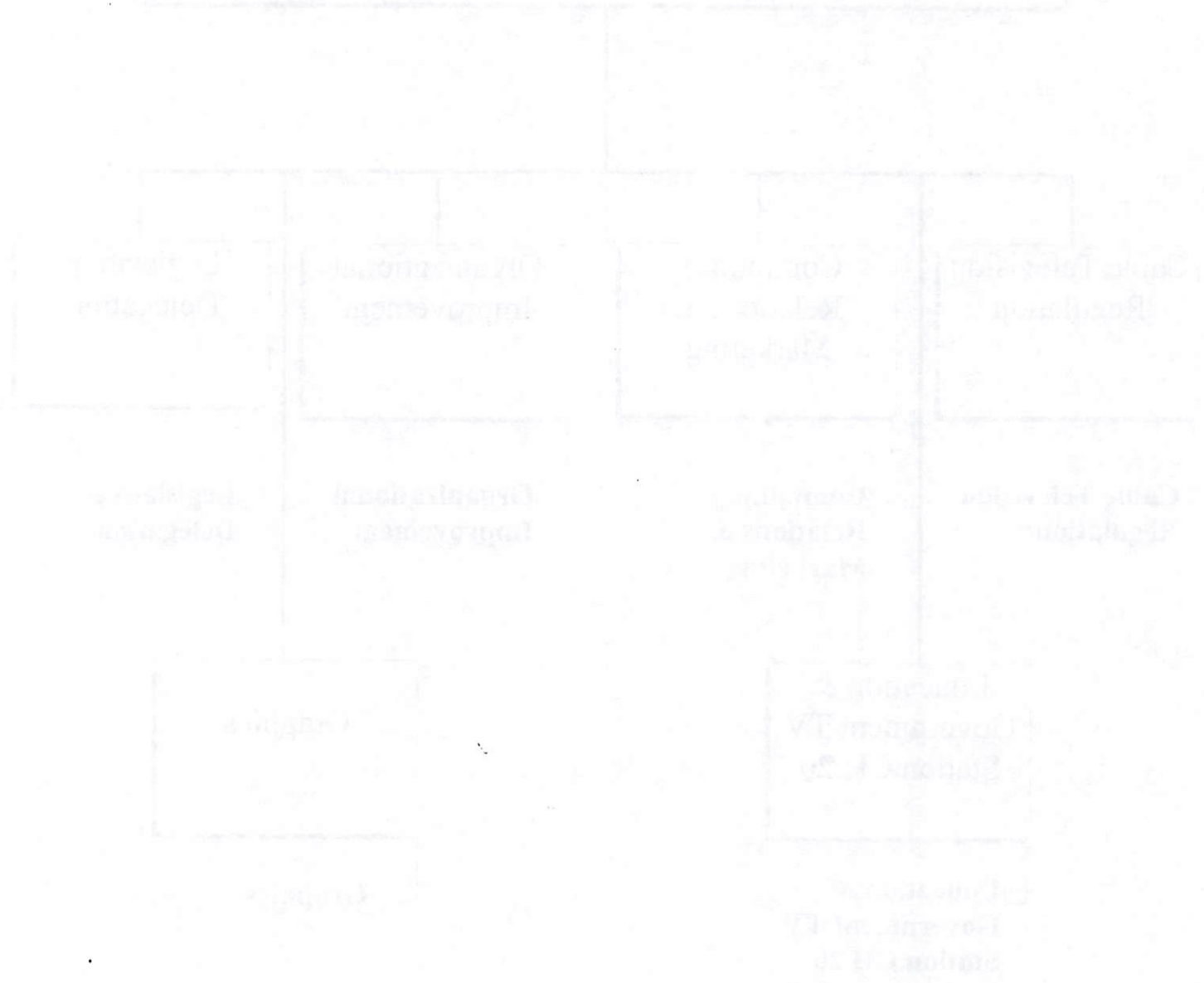


Public Affairs



49 Positions

Public Affairs



Mission

To facilitate public and internal awareness of, and accessibility to, County services and programs through a variety of communication channels and support mechanisms.

Summary of Services/Facilities

The Public Affairs Department provides services on a countywide basis through two primary locations:

- 301 North Olive Avenue (Government Center) - 1st, 10th, 11th, and 12th floors; and
- 2030 South Congress Avenue (Water Utilities Building) - Graphics Section.

Services and information are provided through many community outreach efforts, including toll-

free numbers, publications, government television programming, information racks, kiosks, community meetings, and special events. Programs include: Cable TV Customer Service and Franchise Regulation; Channel 20 Programming and Services; Community Relations and Marketing (including Intergovernmental Coordination); Legislative Delegation; Graphics Design & Printing; and Organizational Improvement and Training.

Trends and Issues

A number of significant trends and issues will affect service delivery this year:

Technology: Efforts are being made to balance the cost and value of implementing technological enhancements to communication methods and systems;

Legislative/Local Government Authority: Public Affairs is working to protect local government's authority in particular areas that have been threatened by proposed state and federal legislation (e.g., in the areas of rights-of-way management and associated revenues and cell-tower citing).

Marketing/Revenue: The Department is continuing to explore opportunities to generate revenue and in-

kind services from business and community partners, which will enable the provision of expanded or new services to customers.

Population: Dealing with continuing increases in a very diverse population creates a need for expanded services and specialized services for population groups.

Devolution: Public Affairs is responding to federal and state program and funding changes. Particular attention is being paid to how these changes affect the scope of local government's fundamental responsibilities.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Cable Franchise Fees	\$1,560,166	\$1,848,046	\$1,698,161	\$1,897,931
Grants	-	-	-	44,272
User Fees/Charges	81,531	65,000	110,000	70,000
Fines & Forfeitures	3,057	4,000	2,308	-
Inter-Departmental Charges	-	30,000	30,000	30,000
Other	282,097	336,117	356,924	409,503
Central Services Charges	962,652	995,596	942,303	898,210
TOTAL	\$2,889,503	\$3,278,759	\$3,139,696	\$3,349,916
APPROPRIATIONS				
Personal Services	\$2,109,065	\$2,223,297	\$2,214,488	\$2,332,340
Operating Expenses	1,263,282	1,603,055	1,394,950	1,661,201
Capital Outlay	477,281	586,353	575,455	633,608
Debt Service	16,932	16,933	16,933	16,933
Non-Operating	-	189,542	-	56,890
TOTAL	\$3,866,560	\$4,619,180	\$4,201,826	\$4,700,972
STAFFING				
Positions	48	48	48	49
Full Time Equivalents (FTEs)	47.75	47.75	47.75	48.50

Significant Changes From Prior Year

Community Partnerships: Community Relations & Marketing (CR&M) continues to expand its development of community partnerships, including working agreements with municipalities for citizen services (e.g., City Hall in the Mall); underwriting of special events such as Palm Beach County Day; offsetting the cost of publications (e.g., County Line and Guide to Services) through advertising; and development of a Joint Legislative Agenda with the Municipal League and the School Board. Revenues and in-kind services received from many of these arrangements allow for expanded or new services to customers.

Legislative Program: Significant changes were made in the Legislative Program, including a staff presence in Tallahassee during Legislative Session and daily tracking of emerging issues. This change requires additional administrative support of the legislative program by CR&M staff, especially

during Session.

Organizational Improvement: In addition to administering ongoing programs (e.g., Breakfast with Bob, Golden Palm Awards, Kudos!), significant efforts have been made in the area of "management assistance" and surveying.

Customer Assistance: A variety of new services are now provided to customers, including selling of PalmTran bus passes and County-logo products in the County store and expanded web page information and services (hits have increased 300% in the last year, and e-mail messages have increased by over 500%). Design Team and CR&M services to departments (non-billable) have increased dramatically (design alone by over 1,000 hours) over the past year, creating significant challenges in balancing workload and prioritizing projects.

Definition of Program and Services

To regulate, communicate and coordinate with cable companies operating in unincorporated Palm Beach County. Primary services include:

- ◆ monitor and regulate cable television franchise agreements;
- ◆ permit and inspect cable television industry construction activities; and
- ◆ provide consumer service information for all cable subscribers in the County's unincorporated areas.

Program Objectives for FY 1999

1. Continue to identify legal requirements of the Telecommunications Act of 1996 and assist with research in preparing Telecommunications Policies and Ordinance.
2. Work with the Internal Auditor's Office in conducting revenue audits of the five cable television franchises.
3. Update map books to reflect sales and transfers of cable companies' service areas by December 30, 1998.
4. Monitor and adapt local codes to a changing regulatory and technological landscape.
5. Maintain 98% "point of contact" resolution of consumer complaints.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Telephone inquiries/complaints	11,886	n/a	n/a	12,350	12,500
Recorded complaints	136	n/a	n/a	300	200
% of complaints resolved	98%	n/a	n/a	98%	98%
Cable subscribers	202,027	n/a	n/a	204,500	239,020
Franchises	4	n/a	n/a	4	5

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Cable Franchise Fees	\$360,519	\$342,536	\$328,534	\$352,484
Fines & Forfeitures	3,057	4,000	2,308	-
TOTAL	\$363,576	\$346,536	\$330,842	\$352,484
APPROPRIATIONS				
Personal Services	\$248,435	\$242,800	\$240,240	\$248,694
Operating Expenses	108,220	100,445	87,361	100,638
Capital Outlay	6,921	3,291	3,241	3,152
TOTAL	\$363,576	\$346,536	\$330,842	\$352,484
STAFFING				
Full Time Equivalents (FTEs)	4.00	4.00	4.00	4.00

Summary of Key Funding/Service Issues

Annual Franchise Fee Growth Continues: Increases in cable subscribers (**Figure 1**) and cable franchise fees (**Figure 2**) are generally related to growth in new housing.

Franchise Fees Support CATV Regulation: A portion of the 5% Cable Television revenues is used to support cable regulation and consumer assistance.

Figure 2

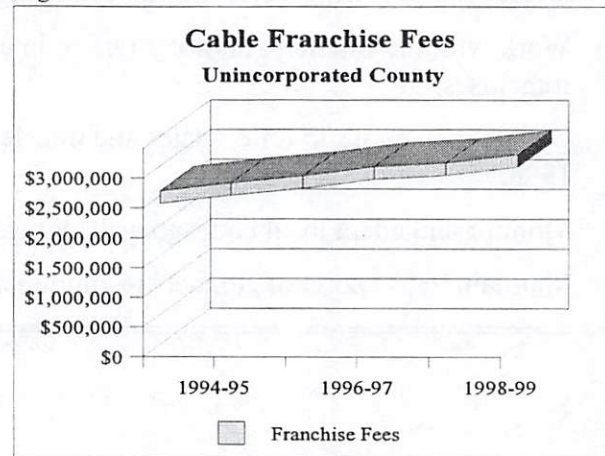
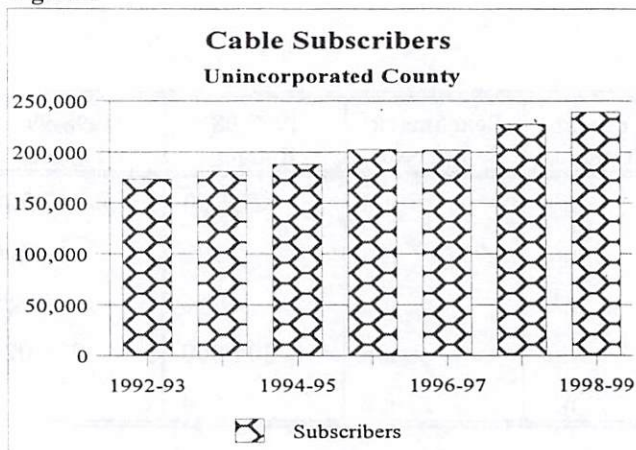


Figure 1



Definition of Program and Services

To provide government information and educational programming to all cable subscribers in the County. Primary services include:

- ◆ airing County government meetings and government/informational programs;
- ◆ video production/dubbing services; and
- ◆ airing a Community Bulletin Board which provides announcements of job opportunities, bidding opportunities, and general government information announcements.

Program Objectives for FY 1999

1. Increase the number of programs repeated 3 times or less per week from 85% to 90%.
2. Connect to Comcast's Fiber Network.
3. Achieve and maintain 95% of on-air hours without errors.
4. Maintain 72-hour response time for the airing of announcements for 100% of requests.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
% of on-air hours without errors	99%	n/a	n/a	95%	95%
% of programs repeated 3 times or less per week	83%	n/a	n/a*	85%	90%
% of projects on or under deadline	100%	n/a	n/a	100%	100%
% of projects on or under quote	100%	n/a	n/a	100%	100%
% of announcements aired within the 72-hour response time	100%	n/a	n/a	100%	100%
* Dade, Hillsborough and Orange Counties typically repeat programs eleven times per week on average.					

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Cable Franchise Fees	\$1,199,647	\$1,505,510	\$1,369,627	\$1,545,447
Grants	-	-	-	44,272
User Fees/Charges	81,531	65,000	110,000	70,000
Inter-Departmental Charges	-	30,000	30,000	30,000
Other	88,584	85,743	85,179	165,182
TOTAL	\$1,369,762	\$1,686,253	\$1,594,806	\$1,854,901
APPROPRIATIONS				
Personal Services	\$622,146	\$686,436	\$699,965	\$758,035
Operating Expenses	323,268	514,636	424,022	566,993
Capital Outlay	424,348	485,181	470,819	529,872
TOTAL	\$1,369,762	\$1,686,253	\$1,594,806	\$1,854,900
STAFFING				
Full Time Equivalents (FTEs)	13.00	13.00	13.00	14.00

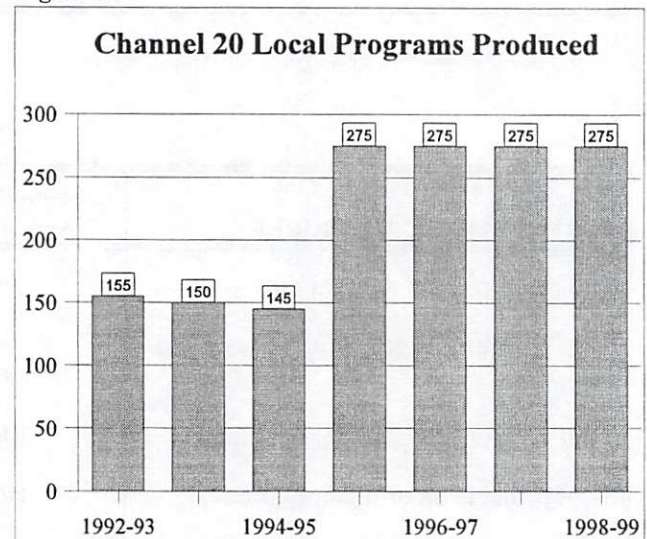
Summary of Key Funding/Service Issues

Increases in Local Programming Stabilize: Local programming increased dramatically over the last five years as illustrated in **Figure 3**, and is expected to stabilize as the station's staffing and equipment growth level off.

New Tower Construction: During FY 1998-99, Channel 20 is budgeted to set up a 6 Ghz receiver site at the Governmental Center. This will allow the station to broadcast from anywhere in the County directly to the Governmental Center. \$84,000 has been budgeted for the equipment and construction. Currently Channel 20 pays \$24,000 a year for equipment and tower space to enable live broadcasts from a remote truck.

Franchise Fees Support Channel 20: A portion of the 5% Cable Television revenues support Channel 20.

Figure 3



Definition of Program and Services

To provide information services to the citizens of Palm Beach County through media relations, community outreach programs, and citizen response; to provide administrative support services to the Board of County Commissioners and County Administration; and to provide coordinated communications in preparation for and in response to any local natural disaster. Primary services include:

- ◆ assist with information sharing between BCC and other local governments and with the citizenry;
- ◆ assure support of County objectives before the Florida Legislature and U.S. Congress;
- ◆ respond to citizen inquiries through direct contact, telephone, in writing and Internet;
- ◆ market County services by providing County presence at community events, promoting public/private partnerships, arranging Commission district community meetings, and managing the Speaker's Bureau;
- ◆ coordinate County's presence on the World Wide Web;
- ◆ provide reception/customer service, including receiving visitors, providing telephone assistance in BCC offices, and County Administration; and
- ◆ provide emergency information to media and the public by coordinating with other governments and emergency management organizations.

Program Objectives for FY 1999

1. Prepare the 1999 Legislative Program for BCC consideration and coordinate a minimum of two meetings with the Legislative Delegation.
2. Maintain timeliness of immediate citizen service responses at 96% or better (excluding written responses).
3. Increase private subsidies of BCC Special Events by 15%.
4. Initiate a countywide coordinated Communications and Marketing Plan.
5. Coordinate periodic meetings between BCC and other local governments, including the School Board, Municipal League and Legislative Delegation.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
% of immediate responses to customer requests	89%	n/a	n/a	96%	96%
Public/private partnerships	n/a	n/a	n/a	45	45
Private donations	\$28,708	n/a	n/a	\$50,000	\$57,500
Publications distributed	30,598	n/a	n/a	100,000	100,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other	\$21	-	\$4,530	\$5,500
TOTAL	\$21	-	\$4,530	\$5,500
APPROPRIATIONS				
Personal Services	\$582,502	\$626,677	\$621,853	\$635,437
Operating Expenses	254,627	314,677	299,966	327,606
Capital Outlay	12,031	23,977	18,343	14,928
Non-Operating	16,932	16,933	16,933	16,933
TOTAL	\$866,092	\$982,264	\$957,095	\$994,904
STAFFING				
Full Time Equivalents (FTEs)	16.35	13.00	13.00	12.00

Summary of Key Funding/Service Issues

Service Demands Continue to Increase: As the population of Palm Beach County continues to grow, so does the need to identify the most efficient and cost-effective means of communicating with constituents. By forming public/private partnerships to help fund publications, events and programs,

community activities can be increased. Also, because of the diversity of the programs offered by the County and the decentralization of public relations staff, coordinating public information activities with appropriate staff in other County departments has become increasingly challenging.

Definition of Program and Services

To provide quality printing and publication services at competitive prices in a timely manner to Board of County Commission departments/divisions/offices and other taxing agencies. Primary services include:

- ◆ high speed/color copying with bindery options;
- ◆ pre-press design and consultation;
- ◆ one, two, three, four and five-color printing; and
- ◆ postpress/bindery including folding, padding, cutting, stapling and scoring.

Program Objectives for FY 1999

1. Provide quality high-speed and color copying with a minimum of waste within a 5-day turnaround time.
2. Ensure the County seal and "Board of County Commissioners" appear on all County publications.
3. Maintain quality satisfaction at or above 95%.
4. Maintain 95% of all orders delivered on time.
5. Maintain black and white waste at or below the industry standard of 2%.
6. Maintain productivity at or above the 70% industry standard.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
% black and white waste	2.0%	n/a	2%	2%	2%
% productivity	70%	+28%	70%	70%	73%
% quality satisfaction	98%	n/a	n/a	95%	95%
% timely delivery	99%	n/a	n/a	95%	95%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other	\$193,492	\$250,374	\$267,215	\$238,821
Central Services Charges	962,652	995,596	942,303	898,210
TOTAL	\$1,156,144	\$1,245,970	\$1,209,518	\$1,137,031
APPROPRIATIONS				
Personal Services	\$410,110	\$432,368	\$423,230	\$452,466
Operating Expenses	503,667	555,560	482,367	542,175
Capital Outlay	29,458	68,500	80,000	85,500
Non-Operating	-	189,542	-	56,890
TOTAL	\$943,235	\$1,245,970	\$985,597	\$1,137,031
STAFFING				
Full Time Equivalents (FTEs)	10.00	10.00	10.00	10.00

Summary of Key Funding/Service Issues

Achieving Independence from Ad Valorem

Support: As an internal service fund, Graphics is expected to maintain a reserve for future equipment replacement. In previous years, a subsidy was required from ad valorem funds to maintain the reserve. Due to increased productivity and price stabilization, this subsidy has not been required for the past three fiscal years.

PEP Program a Success: Graphics has an award-winning Self-directed Performance Enterprise Program (PEP) Team that is directly responsible for

increased customer satisfaction and productivity, decreased waste, and an improved reputation of the Section. The program uses a team approach which has been recognized nationally.

Mentoring Team Continued: One of the ways Graphics keeps up with what's going in the printing and publication's field is through the "Friends of Graphics," a group of customers, vendors and other interested parties who periodically provide advice, assistance and expertise to guide Graphics' operations.

Definition of Program and Services

To provide coordination and assistance to the sixteen-member Delegation and assist the Board of County Commissioners and the citizens of Palm Beach County with legislative matters. Primary services include:

- ◆ provide information and assistance to legislators, the Board of County Commissioners, County departments, and the general public;
- ◆ coordinate public hearings and delegation meetings;
- ◆ shepherd local bills through the legislative process;
- ◆ monitor the status of proposed bills;
- ◆ author annual Legislative Report; and
- ◆ speak to groups about the legislative process.

Program Objectives for FY 1999

1. Coordinate with Delegation Chair and Palm Beach County on objectives and assignments of Delegation Office.
2. Implement and maintain Tracking List of legislative issues.
3. Refine Annual Report.

	1996-97	5 Year	Benchmark	1997-98	1998-99
PERFORMANCE MEASURES	Actual	Trend	Comparison	Budget	Target
% Customer information requests responded to within 24 hours	n/a	n/a	n/a	85%	90%
Public Hearings, Delegation Meetings, Workshops	n/a	n/a	n/a	7	9
Meetings with Legislators, media, interest groups, agencies, and constituents	n/a	n/a	n/a	20	120

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$103,766	\$109,715	\$103,802	\$109,785
Operating Expenses	10,702	21,626	18,567	21,773
Capital Outlay	204	38	19	57
TOTAL	\$114,672	\$131,379	\$122,388	\$131,615
STAFFING				
Full Time Equivalents (FTEs)	2.00	2.30	2.00	2.00

Summary of Key Funding/Service Issues

Coordination with County Staff and Board of County Commissioners: The Delegation Office was created by the Florida Legislature in 1971. Chapter 71-832 of the Laws of Florida, requires the Board of County Commissioners to pay the salaries and associated expenses, including office space and

equipment, for an Administrative Aide and a Secretary. In FY 1998-99 the Delegation Office will attempt to further improve communications with County staff and the Board of County Commissioners.

Definition of Program and Services

To increase the efficiency and quality of services provided through all County programs. Primary services include:

- ◆ provide customized training for departments, divisions and work groups;
- ◆ facilitate improvement efforts of departments, divisions and work groups;
- ◆ coordinate informal meetings with employees and the County Administrator for the purpose of discussing organizational issues/concerns;
- ◆ promote recognition of individual, group and departmental accomplishments that demonstrate government excellence;
- ◆ communicate countywide efforts of improvements such as cost savings and improved efficiencies and effectiveness; and
- ◆ facilitate private sector business involvement in County government through the Joint Committee to Increase County Government Efficiency.

Program Objectives for FY 1999

1. Administer employee surveys in all County departments to measure employee satisfaction with management.
2. Establish baseline measures of employee morale in the organization.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Training:					
employees trained	1,023	n/a	n/a	1,200	1,000
average cost per participant	\$42.63	n/a	n/a	\$55.00	\$44.00
training hours	295	n/a	n/a	400	300

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$142,106	\$125,301	\$125,398	\$127,923
Operating Expenses	62,798	96,111	82,667	102,016
Capital Outlay	4,319	5,366	3,033	99
TOTAL	\$209,223	\$226,778	\$211,098	\$230,038
STAFFING				
Full Time Equivalents (FTEs)	2.40	2.00	2.00	2.00

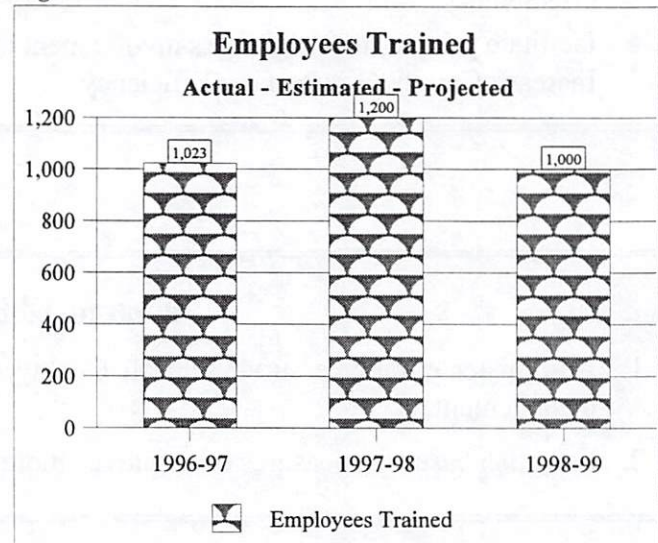
Summary of Key Funding/Service Issues

Customized Training: As the organization changes, the ability to train and develop employees on the job has become increasingly critical. Training funds are provided to all managers in the organization who identify specific work group training needs. This training, which is designed to meet specific needs, is very effective because practical job application is built into the program design. **Figure 4** shows the actual number of employees trained in FY 1996-97 (1,023), the estimated number of employees trained in FY 1997-98 (1,200), and the projected number of employees to be trained in FY 1998-99 (1,000)

Employees Rate Management: Over a period of one year, all employees will be given the opportunity to rate their management. Surveys will establish base line data for countywide employee morale.

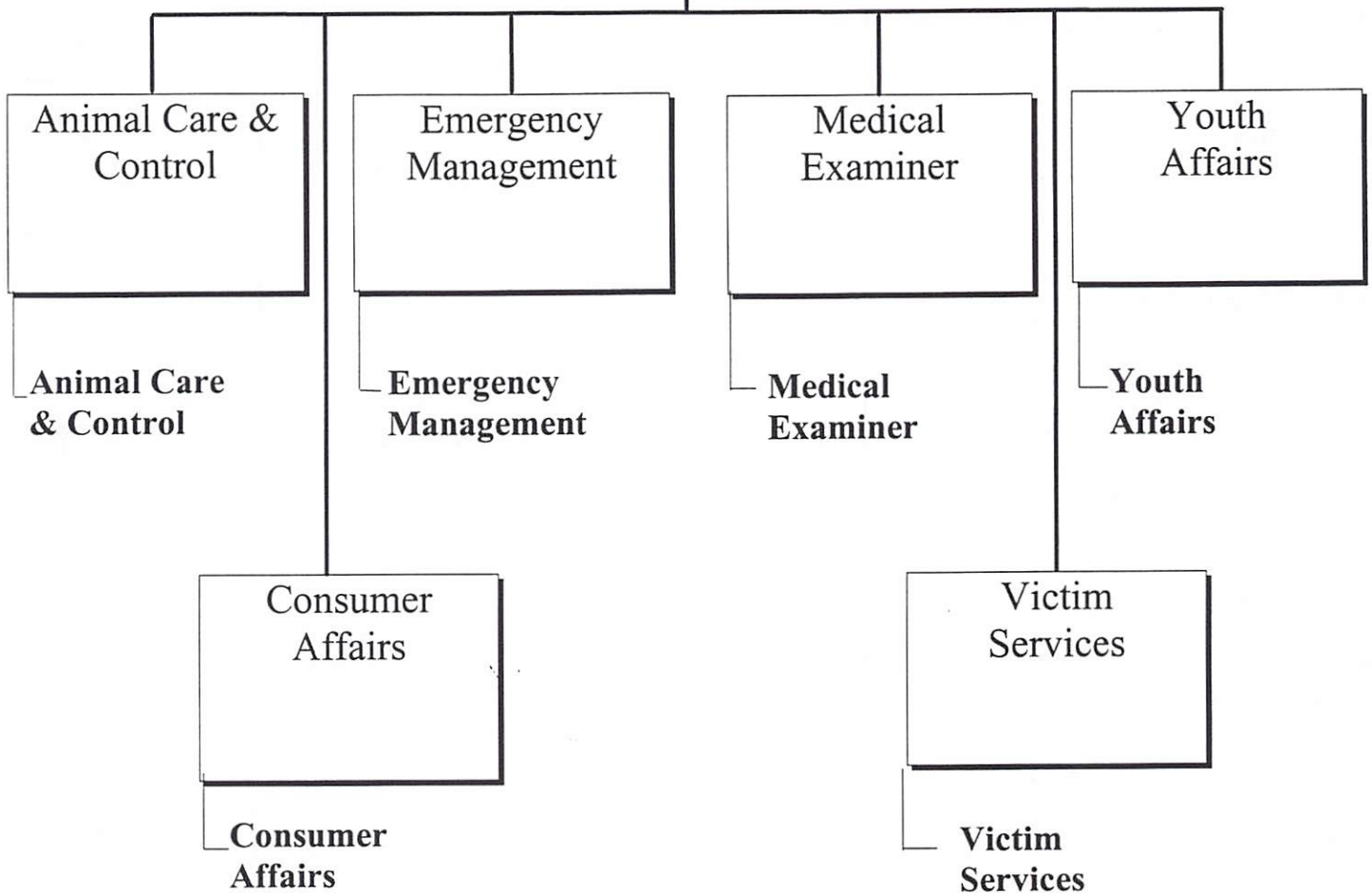
Recognition Programs: A significant portion of Organizational Improvement's budget and work load is dedicated to countywide recognition programs

Figure 4



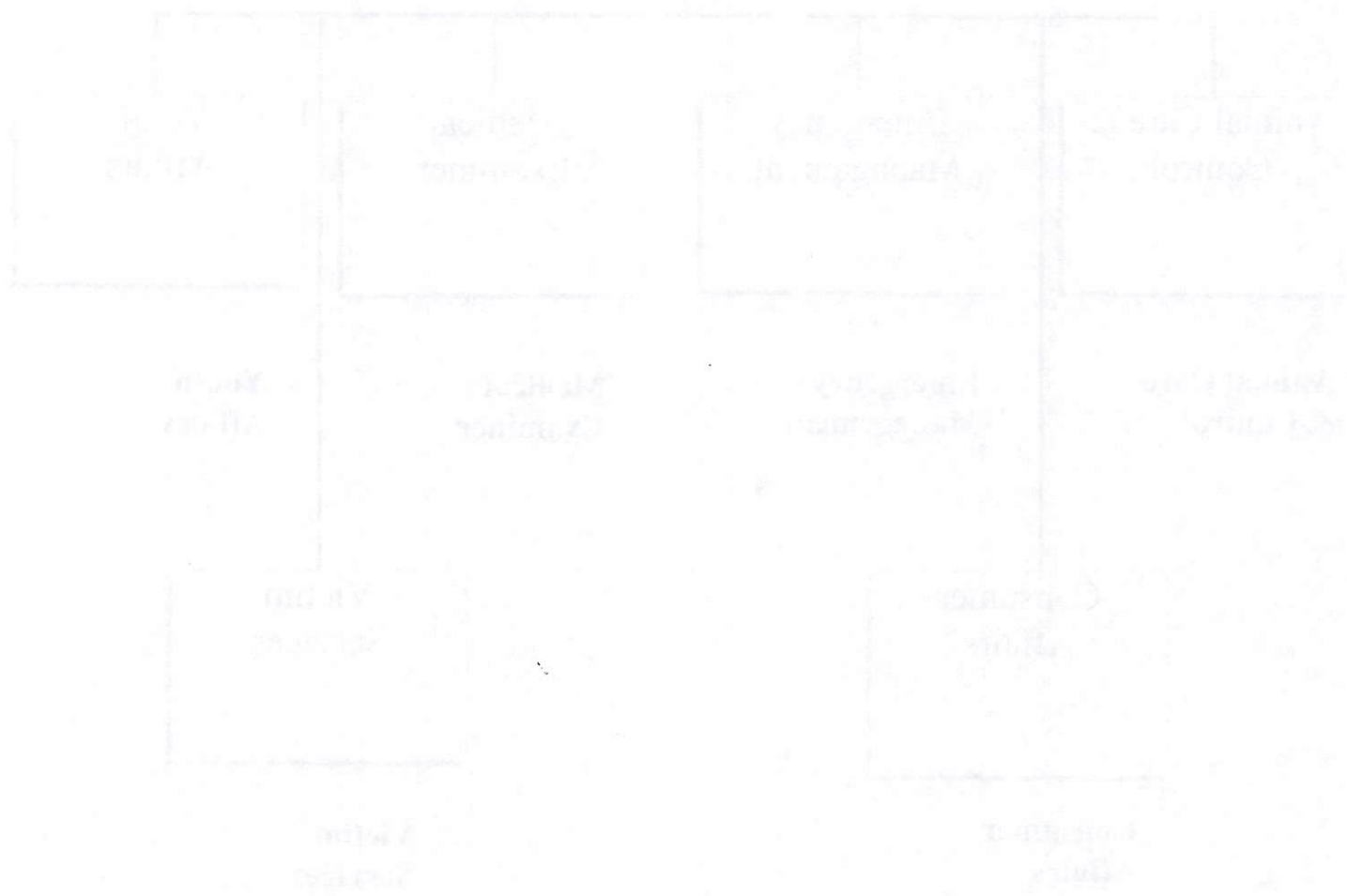
which include: The County Administrator's Golden Palm Award, Incentive Program, Kudos Program, and "Breakfast with Bob."

Public Safety



253 Positions

Public Safety



Page 1 of 1

Mission

To protect, enhance, and improve the health, safety, welfare, and quality of life in Palm Beach County. This mission is conducted with employee teamwork and public service through an organization of diverse agencies, programs, and services.

Summary of Services/Facilities

The Department of Public Safety provides administration and enforcement of laws; one-to-one counseling, advocacy, and treatment programs and services; educational programs; and disaster and crisis management through its six programs: Animal Care and Control, Consumer Affairs; Emergency Management; Victim Services, Youth Affairs and Medical Examiner. Each program has

a central office and four programs have additional satellite facilities. Services provided by Animal Care and Control, Consumer Affairs, Emergency Management, and Medical Examiner relate primarily to regulatory enforcement. All programs support activities related to counseling and advocacy, education, and disaster crisis management.

Trends and Issues

New Facilities & Capital Improvements: During this fiscal year and succeeding fiscal years, the Department will start or complete several capital projects: a new Emergency Operations Center and Fire-Rescue Alarm Office facility; a new administrative building and the refurbishment of the Medical Examiner's Office building; and the continuing phases of replacement of the old MEDCOM Paramedic Communication System.

Automation Modernization/Replacement: Animal Care and Control and the Medical Examiner have begun the replacement of their automation systems, moving from old technology to

the County's newer standards. Victim Services and Support and Youth Affairs are beginning to develop implementation strategies. Emergency Management will implement system design after moving into the new facility.

Growth in Customer Base: Each program has experienced growth in service demand. Increasing workload and unexpected demands (the recent rabies outbreak, increasing domestic violence reports, increasing numbers of tropical weather disturbances, increasing emphasis on juvenile crime, etc.) have strained available resources.

Significant Changes From Prior Year

Opening of New EOC Facility: The new EOC has opened. This larger facility requires increased operating expenses and one-time capital expenditures. **Fiscal Impact:** \$855,000 capital budget approved previously.

Opening of New Medical Examiner Facility: The Medical Examiner opened its new Administrative Office Building and has begun the refurbishing the existing morgue area. **Fiscal Impact:** \$100,000 capital budget approved previously.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$174,498	\$145,054	\$198,356	\$191,889
Grants	548,618	755,414	825,379	2,040,784
User Fees/Charges	4,565,231	4,770,818	4,637,799	4,979,532
Fines & Forfeitures	1,228	2,000	1,000	26,475
Other	2,548,843	2,630,507	2,578,967	2,157,508
Interfund Transfers	-	-	-	21,000
TOTAL	\$7,838,418	\$8,303,793	\$8,241,501	\$9,417,188
APPROPRIATIONS				
Personal Services	\$9,526,849	\$10,859,737	\$10,727,457	\$11,672,588
Operating Expenses	5,320,421	6,408,549	6,084,287	7,328,830
Capital Outlay	624,539	1,674,521	879,505	1,022,913
Debt Service	490	-	-	-
Grants and Aids	1,602,529	2,041,203	1,663,093	2,667,239
Non-Operating	297,484	937,493	327,979	1,108,770
TOTAL	\$17,372,312	\$21,921,503	\$19,682,321	\$23,800,340
STAFFING				
Positions	243	243	247	253
Full Time Equivalents (FTEs)	236.25	236.25	239.75	245.75

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Ad valorem expenditures per capita	n/a	n/a	n/a	\$13.29	\$13.67
% of ad valorem expenditures for Administration	n/a	n/a	n/a	2.54%	3.5%

Increased Staffing: The complement has increased by ten positions.

- Administration 1 position
- Animal Care 4 positions
- Victim Services 2 positions
- Youth Affairs 1 position
- Emergency Management 2 positions

Definition of Program and Services

To provide rabies/license tags for pets, receive complaints and conduct investigations, handle impounded animals, provide volunteer and educational activities, and assist people visiting the two animal shelters. Primary services include:

- ◆ protect the public's health and safety through rabies/animal control;
- ◆ educate residents in the proper care and control of animals;
- ◆ provide shelter and veterinary care to impounded animals;
- ◆ enforce local and state animal protection laws;
- ◆ adopt, redeem, and euthanize impounded animals; and
- ◆ reduce animal impoundments/euthanasia by encouraging the sterilization of pets.

Program Objectives for FY 1999

1. Increase rabies/license tag revenue by 3%.
2. Increase actual dog/cat adoptions by 3% from FY 1996-97 actual.
3. Reduce average response time to calls by 5 hours from FY 1996-97 actual.
4. Sterilize 2,000 animals through Spay Shuttle.
5. Respond to 2,800 animal-to-human bite complaints for rabies control.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend *	Benchmark Comparison	1997-98 Budget	1998-99 Target
Rabies/license tags issued	104,578	96,340	119,548	100,000	100,000
Complaint investigations	25,971	25,396	29,316	26,715	26,000
Average response time (hours)	58	62	n/a	60	53
Spay shuttle sterilizations	900	n/a	n/a	2,000	2,000
Animals impounded	16,847	14,902	29,316	15,000	17,000
Animals adopted	3,401	2,738	2,406	3,600	3,500
Rabies/license tag revenue	\$1,367,215	\$1,076,808	\$875,000	\$1,350,000	\$1,400,000
* Average					

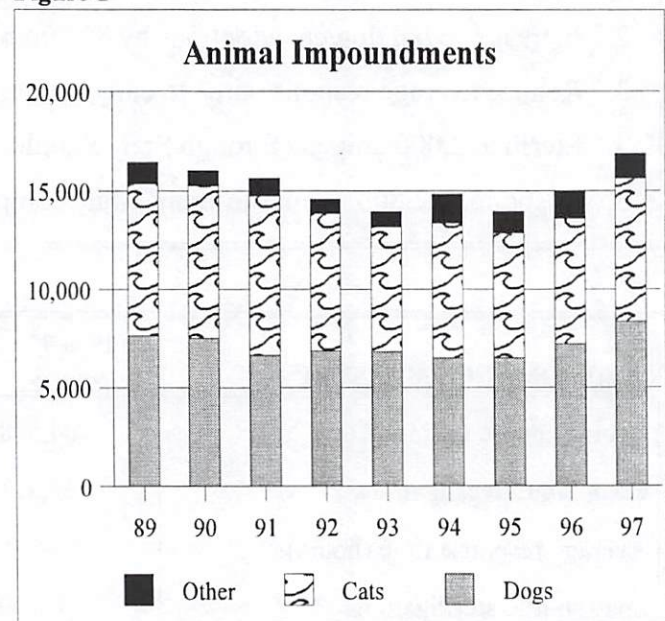
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$1,814,375	\$1,895,400	\$1,789,750	\$1,977,600
Fines & Forfeitures	888	2,000	1,000	1,500
Other	461,160	241,029	383,775	345,260
TOTAL	\$2,276,423	\$2,138,429	\$2,174,525	\$2,324,360
APPROPRIATIONS				
Personal Services	\$2,783,409	\$3,340,095	\$3,102,362	\$3,633,034
Operating Expenses	1,050,004	1,289,893	1,244,830	1,411,640
Capital Outlay	236,754	279,945	84,500	276,450
TOTAL	\$4,070,167	\$4,909,933	\$4,431,692	\$5,321,124
STAFFING				
Positions	79	79	79	83
Full Time Equivalents (FTEs)	77.25	77.25	77.25	81.25

Summary of Key Funding/Service Issues

Animal Impoundments on the Rise: Increases in Animal Impoundments are providing concerns to the AC&C staff. For a number of years the shelter enjoyed some decreases in the number of animals being impounded at the shelter. In 1997, the division handled 16,849 animals -- the most in the history of Animal Care & Control (see **Figure 1**). The projection for 1998, indicates another record year. It is hoped that the new ordinance, the *Spay Shuttle* mobile sterilization clinic, pre-sterilization of all adopted animals, and better education will encourage more residents to have dogs and cats sterilized.

Ordinance Being Developed: A New Animal Care & Control Ordinance has been under development. The ordinance includes new provisions relating to cat requirements and a host of other improvements to animal regulation in Palm Beach County.

Figure 1



Definition of Program and Services

To enforce County Ordinances and State Statutes, receive and attempt to resolve consumer complaints, recover goods and charge for services on behalf of the consumer, provide educational programs, and license certain business categories. Primary services include:

- ◆ enforce County and state laws regarding consumer protection and regulate the towing, vehicle for hire and moving industries;
- ◆ provide telephone advice and counseling services;
- ◆ mediate complaints between consumers and businesses; and
- ◆ educate the citizens of and visitors to Palm Beach County.

Program Objectives for FY 1999

1. Decrease the average time to close a case by five days.
2. Increase the percentage of cases favorably resolved by consumers to 66%.
3. Increase the dollars recovered for consumers by 10%.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Number of calls requesting assistance	50,221	15.5%/yr	52,487	42,500	43,000
Number of new cases opened	2,493	1.90%/yr	1,920	2,200	2,300
Average time to close a case (days)	107.8	n/a	n/a	115	110
% of cases favorably resolved	64.9%	n/a	n/a	61%	66%
Dollars recovered for consumers	\$470,738	6%	\$373,829	\$390,000	\$429,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$154,448	\$130,000	\$187,575	\$179,250
Other	120,935	108,944	348,563	203,144
TOTAL	\$275,383	\$238,944	\$536,138	\$382,394
APPROPRIATIONS				
Personal Services	\$453,802	\$517,923	\$532,901	\$588,051
Operating Expenses	115,499	168,338	158,537	175,221
Capital Outlay	2,827	2,240	82,000	220
Non-Operating	-	-	-	139,973
TOTAL	\$572,128	\$688,501	\$773,438	\$903,465
STAFFING				
Positions	12	12	12	12
Full Time Equivalents (FTEs)	11.50	11.50	11.50	11.50

Summary of Key Funding/Service Issues

Increased Workload: Workload demands continue to place existing staff in a difficult position to provide timely and effective services. The consumer Affairs Tracking System (CATS) assists the Division in providing these services. CATS has

also been sold to the State of Washington, British Columbia, Manitoba, and Broward County. Other sales are being sought with Ontario, Quebec, and Saskatchewan.

Definition of Program and Services

To prepare and maintain disaster response and recovery plans; inspect licensed EMS agencies and hazardous material facilities; maintain a file of street addresses for 9-1-1; update and maintain critical 9-1-1 files; conduct educational programs; and provide public alert, warnings, and after hour emergency notifications. Primary services include:

- ◆ monitor and enforce local and state laws regulating emergency medical services, 9-1-1 public answering points, and hazardous material facilities;
- ◆ review and approve emergency response plans for licensed residential health care facilities;
- ◆ educate the public on emergency management topics such as disaster preparedness, disaster recovery, and emergency medical service response, etc.;
- ◆ mitigate the loss of life and property caused by disasters through the preparation of comprehensive emergency management plans;
- ◆ maintain a countywide emergency alert and warning system and shelter registrations; and
- ◆ manage EMS, 9-1-1, Emergency Management, and SARA Title III grant and trust funds.

Program Objectives for FY 1999

1. Increase the percent of alerts/warning completed within ten minutes to 96%.
2. Decrease the number of inspections requiring follow-up by 10%.
3. Provide a display of cellular/wireless telephone numbers to dispatch personnel.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Number of routine - alerts/warnings	44,207	42,355 (avg)	n/a	42,025	45,533
Percent of alerts/warnings completed within 10 minutes	95.5%	n/a	n/a	95%	96%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$20,050	\$15,054	\$10,781	\$12,639
Grants	442,583	570,786	577,910	1,777,586
User Fees/Charges	2,609,743	2,748,418	2,721,049	2,874,932
Other	1,936,592	2,243,738	1,808,182	1,429,439
TOTAL	\$5,008,968	\$5,577,996	\$5,117,922	\$6,094,596
APPROPRIATIONS				
Personal Services	\$1,184,362	\$1,197,210	\$1,219,212	\$1,389,452
Operating Expenses	2,985,782	3,661,939	3,429,270	3,949,160
Capital Outlay	276,958	1,272,775	610,465	666,990
Grants and Aids	1,602,529	2,041,203	1,663,093	2,667,239
Non-Operating	297,484	936,968	327,979	968,797
TOTAL	\$6,347,115	\$9,110,095	\$7,250,019	\$9,641,638
STAFFING				
Positions	26	26	26	29
Full Time Equivalents (FTEs)	24.20	24.20	24.20	27.20

Summary of Key Funding/Service Issues

New Emergency Operating Center Opens: The County's new Emergency Operating Center opened. Equipment necessary for Division operations, but not included in the capital improvement budget, has been obtained through the prudent use of grant funding including: Emergency Management

Preparedness Assistance (EMPA); Emergency Medical Services, Grant and E 9-1-1 funds. This equipment represents a significant investment successfully generated through grant revenues at an overall tax savings to the County. Two positions have been added both of which are grant-funded.

Definition of Program and Services

To investigate all deaths reported to the Palm Beach County Medical Examiner's Office which fall under the guidelines of Chapter 406 of the Florida statutes. Primary services include:

- ◆ provide 24 hour forensic investigative support to all local, county and state law enforcement agencies;
- ◆ determining the cause and manner of death of all Medical Examiner cases submitted for review;
- ◆ provide support to law enforcement agencies in the presentation of forensic evidence to the court system;
- ◆ provide cremation request review or investigation to all funeral homes;
- ◆ provide death causation factors and statistical data to all requesting agencies.

Program Objectives for FY 1999

1. Improve communications with health care and criminal justice agencies.
2. Provide evidentiary testimony to all civil and criminal cases as necessary.
3. Develop and institute an educational program directed toward the secondary and post secondary educational systems.
4. Develop and improve a data collection system to enhance information retrieval and dissemination.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Total cases investigated (Excluding cremations)	n/a	n/a	n/a	2,528	2,600
Scene investigations	n/a	n/a	n/a	331	340
Autopsies	n/a	n/a	n/a	718	750
Cremation approvals	n/a	n/a	n/a	4,883	4,900

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$137,603	\$125,000	\$125,000	\$125,000
TOTAL	\$137,000	\$125,000	\$125,000	\$125,000
APPROPRIATIONS				
Personal Services	\$585,903	\$861,016	\$862,450	\$881,318
Operating Expenses	748,463	739,925	694,067	985,571
Capital Outlay	48,801	38,480	38,000	440
Debt Service	490	-	-	-
TOTAL	\$1,383,657	\$1,639,421	\$1,594,517	\$1,867,329
STAFFING				
Positions	14	14	14	14
Full Time Equivalents (FTEs)	14.00	14.00	14.00	14.00

Summary of Key Funding/Service Issues

New Facility: The major program at the Medical Examiner Office is the three-phase modernization, construction, and redesign at the Medical Examiner facility. Construction is on target with the move and utilization on schedule.

Definition of Program and Services

To support and counsel victims of crime, and conduct educational programs. Primary services include:

- ◆ provide crisis intervention, supportive counseling, and victim advocacy;
- ◆ provide educational programs which alert people to the warning signs of domestic abuse and the need to stop the violence;
- ◆ provide 24-hour emergency crisis intervention for victims of crime.

Program Objectives for FY 1999

1. Provide one hundred fifty hours of awareness training to the general public and professionals.
2. Respond to 90% of all requests for emergency crisis intervention within 2 hours.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
New people receiving assistance from Victim Services	8,068	n/a	n/a	8,000	8,000
Average cases per month	107	-38%	n/a	110	110
% of intervention within 2 hours	n/a	n/a	n/a	90%	90%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$86,979	\$160,500	\$223,341	\$239,070
Fines & Forfeitures	340	-	-	24,975
Other	28,507	34,796	36,447	177,665
Interfund Transfers	-	-	-	21,000
TOTAL	\$115,826	\$195,296	\$259,788	\$462,710
APPROPRIATIONS				
Personal Services	\$1,674,936	\$1,863,218	\$1,896,975	\$1,952,491
Operating Expenses	127,386	156,710	162,211	379,724
Capital Outlay	32,387	47,258	42,865	47,950
Non-Operating	-	525	-	-
TOTAL	\$1,834,709	\$2,067,711	\$2,102,051	\$2,380,165
STAFFING				
Positions	41	41	43	43
Full Time Equivalents (FTEs)	41.00	41.00	42.50	42.50

Summary of Key Funding/Service Issues

Funding Increase: Victim's Services Support has been under-funded for several years, which has limited in house flexibility in meeting employees and victim's needs in the areas of travel and education. This budget will provide some relief from those restrictions.

Definition of Program and Services

To provide court ordered psychological evaluations, counsel clients, and provide residential therapy and services to youth and their families. Primary services include:

- ◆ combat juvenile delinquency through prevention programs aimed toward "at risk" youth and their families;
- ◆ provide psychological consultation and testimony for the 15th Judicial Circuit providing on-site residential care, preventive therapy, and therapeutic programs for "at risk" juveniles and their families;
- ◆ provide a pre-delinquent "at risk" outreach program consisting of in-home therapy, advocacy, and parent skills training; and
- ◆ educate adults about responsible parenting.

Program Objectives for FY 1999

1. Manage caseloads which exceed 250 clients per counselor annually.
2. Retain a 95% success rate for those youth completing a therapy or treatment program, who do not reenter the Juvenile Justice System within two years.

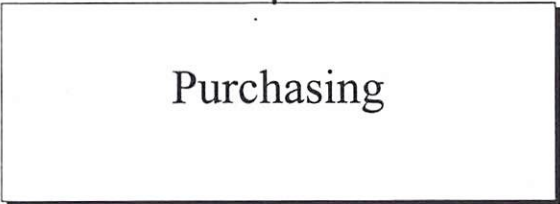
PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Clients served	14,598	n/a	n/a	8,200	8,200
Average monthly clients per counselor	65.8	n/a	n/a	50	50
Psychological evaluations completed	458	n/a	n/a	507	507
Percent of applicants reduced from waiting lists	98%	n/a	n/a	98%	98%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$19,056	\$24,128	\$24,128	\$24,128
User Fees/Charges	3,510	2,000	2,000	2,000
Other	1,649	2,000	2,000	2,000
TOTAL	\$24,215	\$28,128	\$28,128	\$28,128
APPROPRIATIONS				
Personal Services	\$2,844,437	\$3,080,275	\$3,113,557	\$3,228,241
Operating Expenses	293,287	391,744	395,372	427,515
Capital Outlay	26,812	33,823	\$21,675	30,863
TOTAL	\$3,164,536	\$3,505,842	\$3,530,604	\$3,686,619
STAFFING				
Positions	71	71	71	72
Full Time Equivalents (FTEs)	68.30	68.30	68.30	69.30

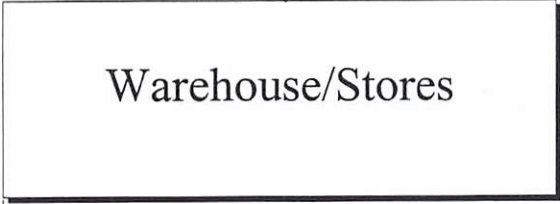
Summary of Key Funding/Service Issues

Highridge Enrollment Increased: With the fifth dorm at Highridge opened last year, enrollment increased to sixty students. When funding permits, Highridge will accommodate seventy-two clients. The complement was increased by one employee for FY 1998-99. This position is a night supervisor and will add greater security and safety for both the staff and children. **Fiscal Impact: 35,000.**

Purchasing



Purchasing



Warehouse/Stores

Prüfung

Prüfung

Prüfung

Prüfung

Prüfung

Mission

To provide departments under the Board of County Commissioners with procurement services for all non-construction goods and services over \$1,000 in value, a warehousing function for small stores, and internal courier and mail services.

Summary of Services/Facilities

The Purchasing Department serves all departments under the Board of County Commissioners. Procurement functions are centralized for all purchases over \$1,000 in value, with most departments having authority for field purchasing under \$1,000. Staff annually prepares and executes over a hundred invitations for bid, approximately twenty-five requests for proposals, and about 4,000

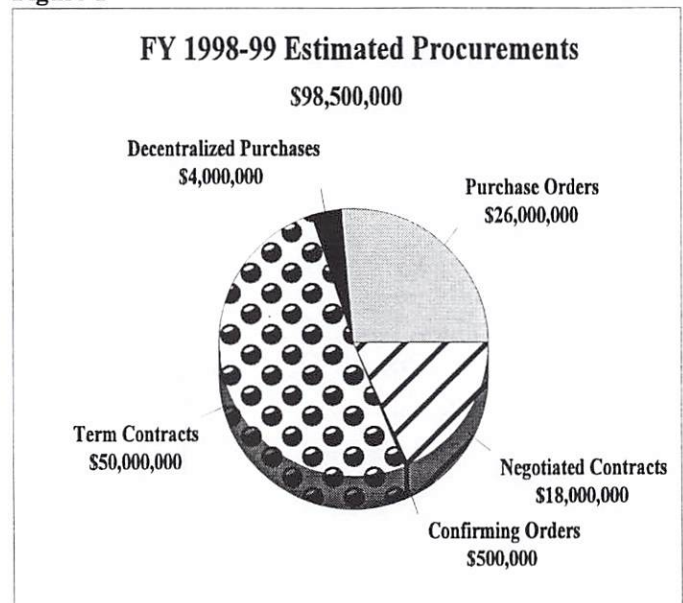
quotes for procurement. Other services provided by the Department include managing a central warehouse function for common-use supplies, maintaining daily courier service to about seventy locations and operating mail rooms which handle about three million pieces of postal and interoffice mail annually.

Trends and Issues

Emphasis on Contract Management: Throughout the previous fiscal year, emphasis was placed on contract management. As this effort progressed, it became apparent that there existed a growing need for improved monitoring and control, both within the departments and centrally in Purchasing. In the coming fiscal year, Purchasing will focus efforts toward establishing strong controls along with monitoring and advice on contract management.

FY 1998-99 Procurements: Total procurements for FY 1998-99 are expected to amount to approximately \$98.5 million. **Figure 1** identifies estimated procurements for FY 1998-99 by category.

Figure 1



FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$15,546	\$10,800	\$12,100	\$11,900
Fines & Forfeitures	-	4,000	11,000	8,000
Interdepartmental Charges	130,006	137,583	111,030	117,630
TOTAL	\$145,552	\$152,383	\$134,130	\$137,530
APPROPRIATIONS				
Personal Services	\$1,827,431	\$1,909,852	\$1,907,658	\$1,973,578
Operating Expenses	370,978	445,628	375,910	337,326
Capital Outlay	20,307	64,320	64,000	6,600
TOTAL	\$2,218,716	\$2,419,800	\$2,347,568	\$2,317,504
STAFFING				
Positions	44	43	43	43
Full Time Equivalents (FTEs)	45.00	44.00	44.00	43.00

Definition of Program and Services

To provide procurement service and advice for all non-construction goods and services over \$1,000 in value. Primary services include:

- ◆ prepare and execute all forms of procurement from simple quotes to complex bids and proposals;
- ◆ monitor term contracts to assure that gaps in service do not occur;
- ◆ monitor decentralized purchasing activities to assure that policies and legal requirements are observed;
- ◆ review and authorize payment for departmental confirming orders, seeking higher authority approval when appropriate; and
- ◆ provide training, advice, and assistance on all procurement activities to departments.

Program Objectives for FY 1999

1. Renew/rebid 90% of term contracts without a gap in service.
2. Achieve a 3.9 average rating (on a 1 to 5 scale) for customer satisfaction.
3. Improve the average work days to process requisitions to 13.5.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend*	Benchmark Comparison	1997-98 Budget	1998-99 Target
Avg. work days to process requisitions	14.1	-0.1%	n/a	14.0	13.5
% of purchase orders issued within 30 days	89%	-4%	n/a	91%	92%
% of overall M/WBE Goal	112%	-31%	n/a	133%	120%
Number of protests upheld	0	n/a	n/a	2	1
% of renewal/rebid of term contracts without service gap	86%	n/a	n/a	90%	90%

* This represents the change over 4 year period (data not available prior to this time).

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Users Fees/Charges	\$15,546	\$10,800	\$12,100	\$11,900
Fines & Forfeitures	-	4,000	11,000	8,000
Interdepartmental Charges	130,006	137,583	111,030	117,630
TOTAL	\$145,552	\$152,383	\$134,130	\$137,530
APPROPRIATIONS				
Personal Services	\$1,291,794	\$1,364,600	\$1,357,753	\$1,401,512
Operating Expenses	231,583	277,545	234,355	195,071
Capital Outlay	20,307	64,320	64,000	6,600
TOTAL	\$1,543,684	\$1,706,465	\$1,656,108	\$1,603,183
STAFFING				
Full Time Equivalents (FTEs)	29.00	28.00	28.00	28.00

Summary of Key Funding/Service Issues

Quality and Training: Over the past two years, Purchasing's staff has concentrated on quality in work efforts. The success of that effort is reflected in the fact that the Purchasing Department has not had a single protest upheld in over 18 months, as compared to averaging over four per year previously. However, it is becoming obvious that for the Purchasing Department to produce a quality product and competently monitor and manage County procurements, users as well as staff must be trained. Accordingly, the focus for the next few years must be on the training and monitoring of user department personnel and activities. A number of activities have already been initiated in this arena, and some new initiatives are contemplated for the immediate future.

Electronic Bidding: For several years, the Purchasing Department has watched and learned as

more governmental entities forge ahead in the arena of electronic bidding, which is the advertising, promulgation, and/or response to bids by way of the Internet. Bids are currently listed (advertised) on the Internet. In time, the entire bid document could be placed on the Internet. However, there remain some questions to be answered in that arena before moving ahead; e.g., legal liabilities inherent with bid changes under such a system. Additionally, there will be policy issues and practical ramifications to be considered before committing to this new methodology. For example, how will it effect MWBE participation and registered vendor list when bids go "worldwide?" This issue has the potential of affecting both the cost and the efficiency of doing business for the Purchasing Department.

Definition of Program and Services

To provide a warehouse facility for County departments and deliver basic operating supplies quickly, and at a reasonable cost. In the event of a declared emergency, the Central Warehouse acts as a distribution point for emergency supplies. The Stores Division also oversees the countywide mail courier service as well as the central mailroom within the Governmental Center Complex. Primary services include:

- ◆ process requisitions through the LGFS Inventory Control Subsystem and provide stock items to requesting departments;
- ◆ deliver interdepartmental and U.S. Mail to all departments under the Board of County Commissioners, Constitutional Officers, and other designated entities which require the transportation of correspondence to and from County offices; and
- ◆ provide a centralized shipping, receiving, and storage operation for County departments.

Program Objectives for FY 1999

1. Fill 90% of requisitions within 5 workdays.
2. Maintain inventory records to within 3% of the actual dollar value of the annual physical inventory.
3. Create and maintain the Warehouse Catalog on the Purchasing Website.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Requisitions processed	4,082	-16%	n/a	5,300	5,300
Line items processed	17,725	+7%	n/a	23,000	23,000
Line items filled within 5 work days	16,470	+13%	n/a	20,000	20,000
Annual inventory turns	2.79	-38%	n/a	4.00	4.00
Average daily volume of mail processed by the Governmental Center mailroom (Thousands)	1,317	n/a	n/a	2,200	2,200

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$535,637	\$545,252	\$549,905	\$572,066
Operating Expenses	139,395	168,083	141,555	142,255
TOTAL	\$675,032	\$713,335	\$691,460	\$714,321
STAFFING				
Full Time Equivalents (FTEs)	15.00	15.00	15.00	15.00

Summary of Key Funding/Service Issues

Demand for Storage Space and Delivery Services: Over the past two years the Purchasing Warehouse has experienced an increasing demand to provide storage space and delivery services, especially for furniture and large pallets of supplies. Many departments are buying in quantity to realize cost savings. This creates a demand for storage space as well as receiving and distribution services.

Using departments are turning to the Purchasing Warehouse for these services to avoid paying for them elsewhere. As a result, the warehouse storage space is rapidly nearing capacity, and the number and size of delivery vehicles are expected to become key service issues in the coming years.

Risk Management

— **Property & Casualty**

— **Group Health Insurance**

— **Workers' Compensation**

— **Loss Control**

— **Occupational Health/
Employee Assistance**

Task Management

Project Name: [Blank]

Client Name: [Blank]

Project Manager: [Blank]

Project Start Date: [Blank]

Project End Date: [Blank]

Project Status: [Blank]

Mission

To coordinate all functions relating to the identification, analysis and control of exposures which threaten loss to the County through the management of various insurance programs and the implementation of various educational and training programs.

Summary of Services/Facilities

The Department is comprised of five major programs: Property and Casualty, Workers' Compensation, Employee Benefits, Loss Control, and Occupational Health. Within these various programs, the Department manages claims involving Workers' Compensation, damage to County property, and allegations of County liability. The Loss Control Section develops and implements comprehensive programs targeted to reduce accidents and comply with state and federal occupational health and safety laws. The

Occupational Health Clinic provides medical services for work related injuries and illnesses as well as health education and employee physical examinations. The Clinic's Employee Assistance Program assists troubled employees who have personal problems affecting their work performance. The Employee Benefits Section develops and administers health and life insurance and long-term disability programs to protect County employees and their families.

Trends and Issues

Casualty Premiums Experiencing Higher Legal Costs: Liability claims (legal expenses) are being incurred at a higher than anticipated rate. These costs are the primary reason for the increase in casualty premiums for FY 1998-99.

The allocation to all covered agencies and departments for property and casualty premiums

was reviewed in FY 1997-98 to make it more exposure and experience rated.

Appraisal of County Buildings: In FY 1998-99, the County will begin a program to have County buildings appraised to ensure that they are being insured at current values. This will be a three year program with an anticipated annual cost of \$75,000.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$164	\$108,774	\$105,124	\$160,351
Other	4,305,895	7,941,619	3,935,418	6,328,928
Central Services Charges	24,978,929	27,800,253	25,746,000	27,956,000
TOTAL	\$29,284,988	\$35,850,646	\$29,786,542	\$34,445,279
APPROPRIATIONS				
Personal Services	\$1,431,692	\$1,595,753	\$1,520,389	\$1,723,187
Operating Expenses	28,572,021	27,392,410	24,712,825	27,689,309
Capital Outlay	16,616	18,740	9,400	29,140
Non-Operating	-	6,843,742	-	5,003,643
TOTAL	\$30,020,329	\$35,850,645	\$26,242,614	\$34,445,279
STAFFING				
Positions	30	32	32	33
Full Time Equivalents (FTEs)	30.00	31.10	29.95	32.23

Significant Changes From Prior Year

Worker's Comp Managed Care Implemented:

In January 1997, the County initiated a managed care program for workers' compensation claims occurring after January 1, 1997. This is a new

program mandated by State law. The County should recognize savings by taking advantage of the discounts for medical services offered by the managed care provider.

Definition of Program and Services

To ensure the County is adequately covered for losses and claims and that claims are processed on a timely basis. Primary services include:

- ◆ review the County's potential loss exposure on an annual basis;
- ◆ make recommendations to the County Administrator regarding changes in the County's insurance coverage;
- ◆ assist other County departments with insurance issues;
- ◆ collect and process all necessary information from County departments and forward that information to the claims adjusters and processors; and
- ◆ attend mediation meetings in an effort to settle claims prior to trial.

Program Objectives for FY 1999

1. Process 95% of claims within 3 working days from the date all required documentation for processing is received.
2. Implement the first year of a multiple-year program to obtain appraisals for selected County buildings.

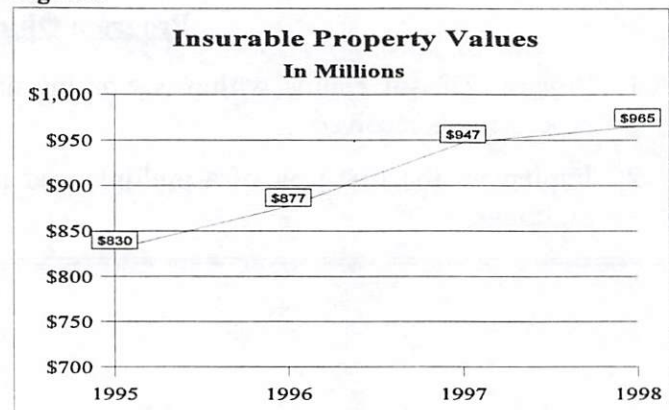
PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
County damage claims against others	64	n/a	n/a	100	100
Claims processed	873	n/a	n/a	550	650
% claims processed within three working days	85%	0%	90%	95%	95%
Amount collected from County damage claims	\$63,103	n/a	n/a	\$50,000	\$50,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other	(\$1,872,670)	\$453,424	(\$1,760,829)	(\$135,504)
Interfund Transfers	-	-	-	-
Central Services Charges	4,953,939	7,032,253	6,700,000	6,200,000
TOTAL	\$3,081,269	\$7,485,677	\$4,939,171	\$6,064,496
APPROPRIATIONS				
Personal Services	\$177,195	\$211,380	\$205,259	\$218,329
Operating Expenses	6,908,930	6,963,722	6,213,474	6,392,513
Capital Outlay	2,334	2,640	720	720
Non-Operating	-	610,000	-	-
TOTAL	\$7,088,459	\$7,787,742	\$6,419,453	\$6,611,562
STAFFING				
Full Time Equivalents (FTEs)	3.65	3.40	3.40	4.50

Summary of Key Funding/Service Issues

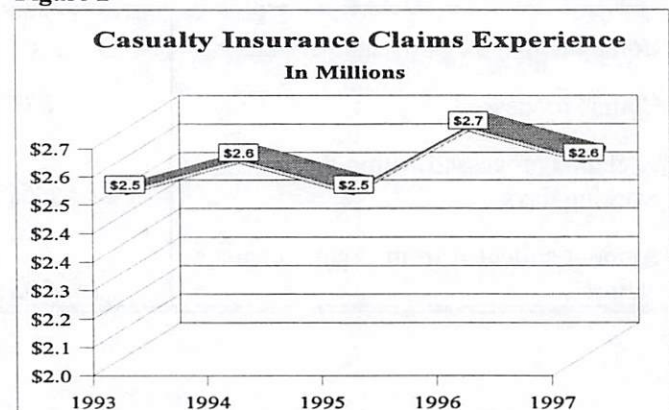
Property Insurance: The County had \$947 million in insurable property values in FY 1996-97 (**Figure 1**), representing an 8% increase over the prior year. Properties are insured under two programs. Those that meet certain design and construction requirements established by Industrial Risk Insurers (IRI) are covered under a highly protected risk plan. This results in a substantial reduction in insurance premiums. Other properties that do not meet IRI standards are covered under the County's blanket property insurance. Overall, property premium rates remained flat over the last two fiscal years.

Figure 1



Casualty Insurance Premiums: The County maintains a \$2.4 million reserve for payment of the myriad of small damage claims experienced each year. The ratio of this Loss Fund to total loss experience has averaged 70% in the period FY 1991-92 to FY 1994-95 (the most current year with all claims included). The County also has a stop loss insurance policy to pay claims which are in excess of the \$2.4 million reserve, up to \$1 million, and a claims bill policy with coverage up to \$5 million. **Figure 2** shows claims experience from FY 1992-93 through FY 1996-97.

Figure 2



Definition of Program and Services

To administer the County's various employee group health insurance plans in accordance with federal law and County policies. Primary services include:

- ◆ maintain active employee, retiree, COBRA and change information;
- ◆ act as liaison for County employees and the insurance carrier as needed in the resolution of problems or disputes;
- ◆ provide information to employees explaining plan benefits, available service providers, and claim procedures;
- ◆ verify and process premium bills for payment; and
- ◆ expedite the payment of claims on behalf of service providers.

Program Objectives for FY 1999

1. Initiate a program for the distribution of information to employees explaining plan benefits, physician and hospital enrollments, and procedures.
2. Research and answer employee coverage and benefit disputes within three days.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Hours of group insurance presentations	640	n/a	n/a	900	900
Average number of days to settle coverage disputes	3	n/a	n/a	3	3

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	-	\$10,000	\$10,000	\$10,000
Other	\$4,818,590	5,957,558	5,201,723	5,135,104
Central Services Charges	11,013,110	12,776,000	10,946,000	12,656,000
TOTAL	\$15,831,700	\$18,743,558	\$16,157,723	\$17,801,104
APPROPRIATIONS				
Personal Services	\$217,615	\$220,632	\$220,381	\$232,784
Operating Expenses	10,684,642	12,589,729	11,821,296	13,199,579
Capital Outlay	2,334	2,640	720	720
Non-Operating	-	6,232,622	-	4,915,087
TOTAL	\$10,904,591	\$19,045,623	\$12,042,397	\$18,348,170
STAFFING				
Full Time Equivalents (FTEs)	3.65	3.60	3.60	4.50

Summary of Key Funding/Service Issues

Insurance Plans: Figure 3 shows health insurance enrollment by plan. In FY 1996-97, the County negotiated renewal rates with the health care provider for the second year of the insurance contract. The County also offers a free basic long-term disability (LTD) plan to employees in the HMO. Employees in other plans, or HMO members who desire to upgrade their coverage, may purchase LTD insurance through payroll deductions.

Health Insurance Costs: Figure 4 shows the trend in health care premium costs for the three most recent fiscal years, and the estimated costs for FY 1997-98 and FY 1998-99. In FY 1993-94 the County converted to a purchased plan.

Figure 3

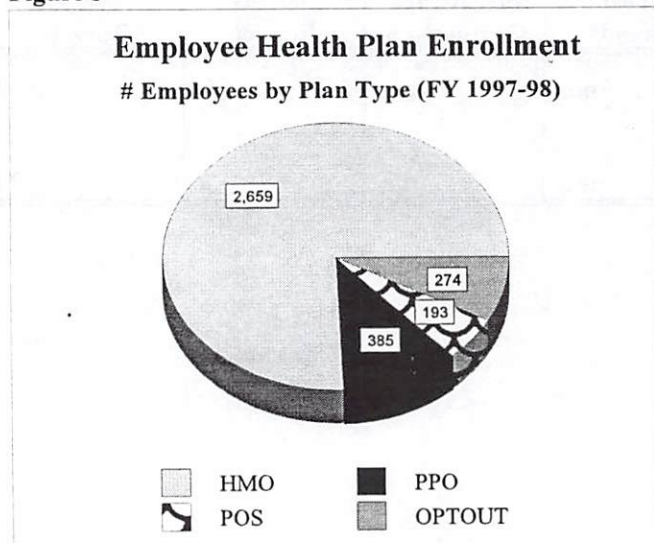
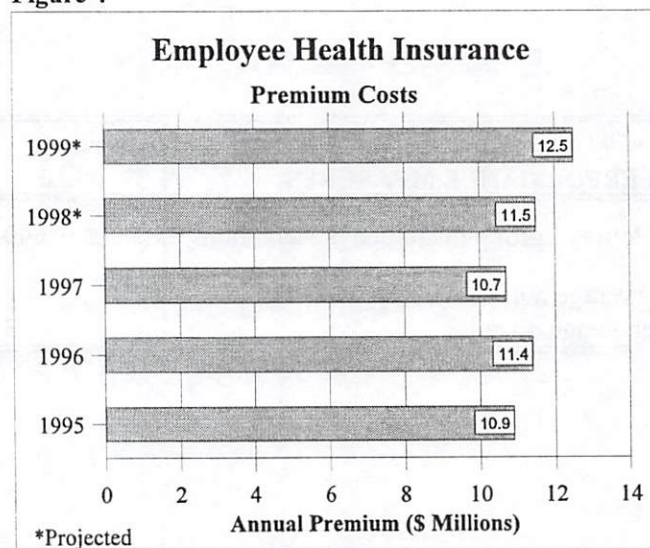


Figure 4



Definition of Program and Services

To administer the County's self-insured Workers' Compensation Plan in accordance with the Florida Workers' Compensation Law (F.S.440). Primary services include:

- ◆ process all injury claims;
- ◆ investigate all accidents involving time lost on the job; and
- ◆ pay all authorized medical bills in accordance with the Florida Medical and Surgical Fee Schedule, or if unlisted, the CPT Schedule.

Program Objectives for FY 1999

1. Process all claims from medical providers within forty-five days, as required in F.S. 440.
2. Monitor the managed care program to compare medical costs for managed care cases vs older cases not under managed care.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Average number of days to process claims from medical providers	30	n/a	45	40	45
New workers' compensation incidents	818	n/a	n/a	900	900
Average lost time days per new case	15.9	n/a	n/a	30	15

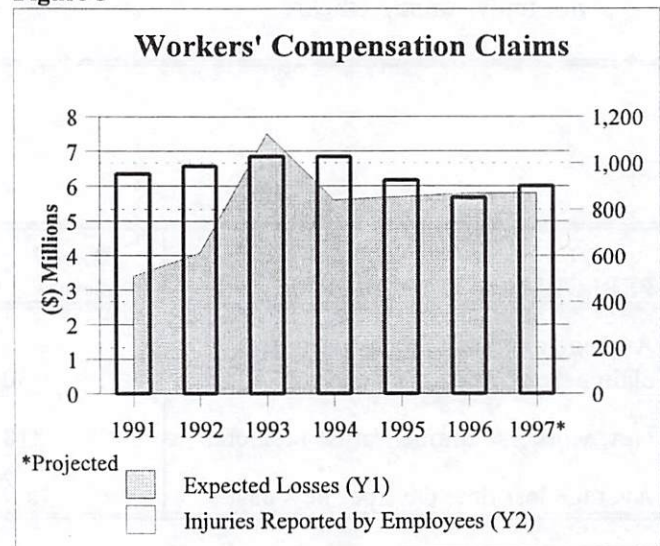
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$164	-	-	-
Other	2,056,125	\$1,681,748	\$1,372,947	\$1,685,998
Central Services Charges	9,011,880	7,992,000	8,100,000	9,100,000
TOTAL	\$11,068,169	\$9,673,748	\$9,472,947	\$10,785,998
APPROPRIATIONS				
Personal Services	\$199,951	\$233,518	\$211,103	\$238,225
Operating Expenses	10,437,000	6,976,814	5,930,467	7,193,845
Capital Outlay	1,167	1,320	360	360
Non-Operating	-	1,120	-	88,556
TOTAL	\$10,638,118	\$7,212,772	\$6,141,930	\$7,520,986
STAFFING				
Full Time Equivalents (FTEs)	4.90	6.00	6.00	5.75

Summary of Key Funding/Service Issues

Managed Care: Legislative reforms passed in 1993 require all Florida employers to take a managed care approach to workers' compensation. A managed care approach is multi-faceted, and includes a medical care coordinator (usually the primary care type physician), case management, a system designed to prevent inappropriate or excessive treatment, and a specialized provider network. The County initiated an MCA during FY 1996-97. The purpose of this program is to achieve cost savings while maintaining quality of care.

Claims Experience: The Workers' Compensation fund accumulates assets and records expenditures associated with this liability. This is a self-funded and self-administered program, covering all County employees. Costs are recovered by charging all covered agencies and departments based on a formula that takes into consideration the employee manual rates as published by the National Council on Compensation Insurance. **Figure 5** shows claims and injuries from FY 1990-91 through FY 1996-97.

Figure 5



Definition of Program and Services

To identify potential hazards in the workplace and recommend measures for preventing losses and insuring regulatory compliance. Program objectives are accomplished by performing safety audits and providing training courses. Findings and recommendations of safety audits are communicated to Department Managers and the County Administrator for corrective action.

Program Objectives for FY 1999

1. Provide Defensive Driving Training Courses to 900 employees.
2. Provide Medic First Aid Courses to 650 employees.
3. Provide Asbestos Awareness Training for 250 supervisors.
4. Provide Right-to-Know training to 250 supervisors.
5. Maintain participant ranking marks of superior for training at 95%.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Employees attending driving improvement courses	846	n/a	n/a	900	900
Employees attending Medic First Aid courses	558	n/a	n/a	650	650
Supervisors attending Asbestos Awareness training	0	n/a	n/a	250	250
Supervisors attending Right-To-Know training	221	n/a	n/a	250	250
Percent of participants ranking training superior or above	92%	n/a	n/a	95%	95%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/ Charges	-	\$20,124	\$20,124	\$72,351
Other	(\$139,740)	(30,292)	(175,685)	(71,334)
TOTAL	(\$139,740)	(\$10,168)	(\$155,561)	\$1,017
APPROPRIATIONS				
Personal Services	\$365,584	\$443,670	\$410,732	\$510,607
Operating Expenses	195,690	208,734	182,557	254,181
Capital Outlay	7,162	10,380	6,320	26,860
TOTAL	\$568,436	\$662,784	\$599,609	\$791,648
STAFFING				
Full Time Equivalents (FTEs)	7.30	8.40	7.25	8.25

Summary of Key Funding/Service Issues

Definition of Program and Services

To promote the health and safety of employees of the Board of County Commissioners and Constitutional Officers. Primary services include:

- ◆ conduct mandated (federal, state, and County) and non-mandated (personal health) medical surveillance;
- ◆ conduct post-offer, annual/periodic physicals for employees requiring hearing and respiratory protection, heavy metal screening and other high risk exposures;
- ◆ provide blood borne pathogen education/training programs and immunizations for tetanus, hepatitis B, rabies and skin testing for TB;
- ◆ manage all work related injuries/illnesses per FS 440 and provide in-house treatment when possible;
- ◆ monitor personal injuries/illnesses for returning to work and process leaves of absence through FMLA; and
- ◆ provide supervisor/employee education programs in the areas of identification and referral of work performance problems, drug awareness education, stress management, smoking cessation and other health related topics.

Program Objectives for FY 1999

1. Increase medical surveillance and training as mandated by OSHA, NIOSH, ANSI, DOT and FS440 by 2%.
2. Hold fifteen supervisor and employee training sessions.
3. Develop a treatment plan and monitor compliance for employees testing positive for substance abuse.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Medical surveillance (employees)	3,751	n/a	n/a	3,000	3,000
Supervisors trained	240	n/a	n/a	130	150
Educational & training programs	53	n/a	n/a	25	30

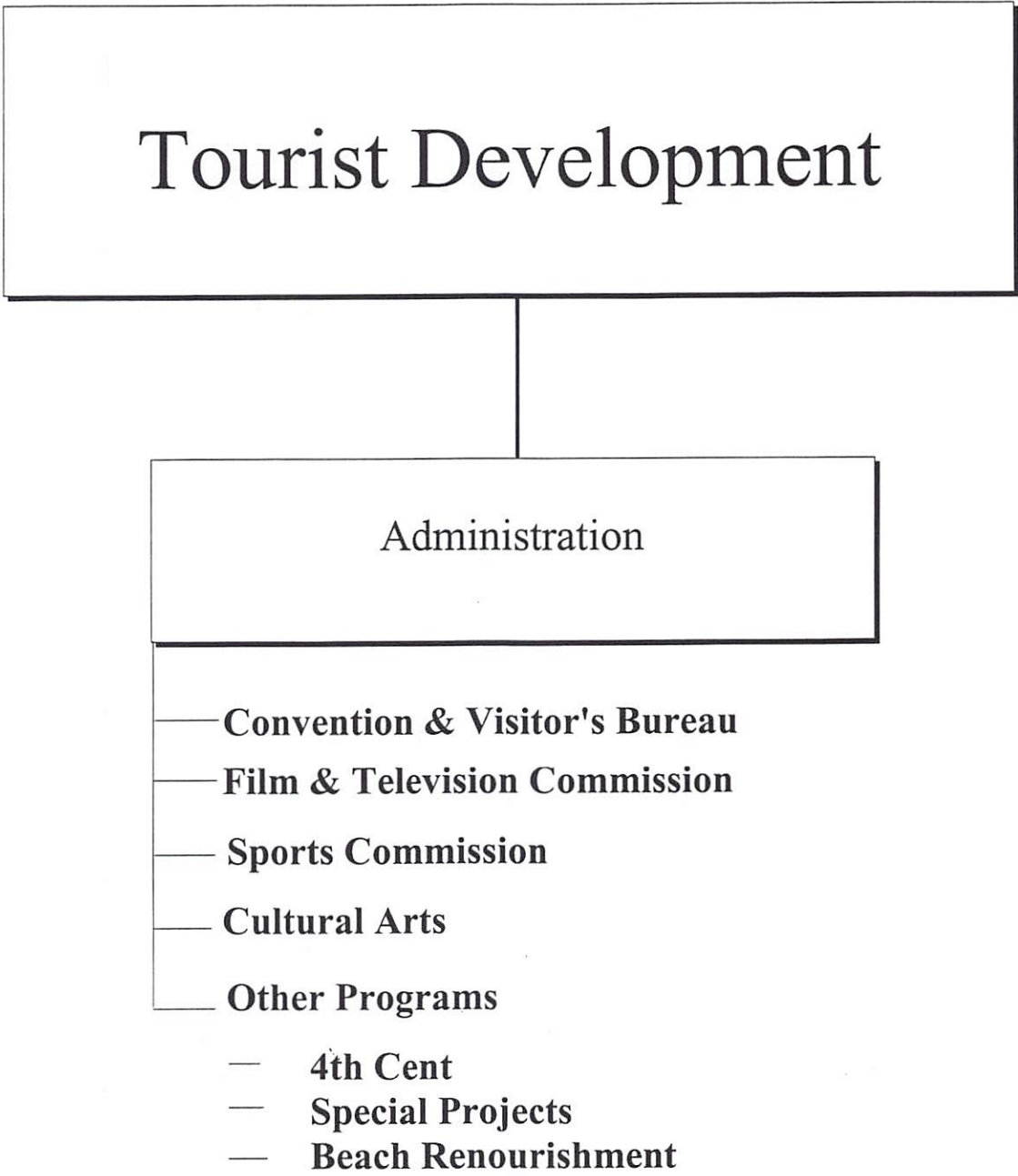
FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	-	\$78,650	\$75,000	\$78,000
Other	(\$556,410)	(120,819)	(702,738)	(285,336)
TOTAL	(\$556,410)	(\$42,169)	(\$627,738)	(\$207,336)
APPROPRIATIONS				
Personal Services	\$471,347	\$486,553	\$472,914	\$523,242
Operating Expenses	345,759	653,411	565,031	649,191
Capital Outlay	3,619	1,760	1,280	480
TOTAL	\$820,725	\$1,141,724	\$1,039,225	\$1,172,913
STAFFING				
Full Time Equivalents (FTEs)	10.50	9.70	9.70	9.23

Summary of Key Funding/Service Issues

Increased Level of Service: The Occupational Health Clinic and Employee Assistance program will be expanding its services by providing services to the County's Transportation Department (Palm Tran). Previously this was provided by a outside service provider. The services that the clinic will provide include post offer physicals, biennial Department of Transportation physicals for drivers and mechanics and monitoring personal illness/injuries requiring absences from work and FMLA.

EAP will provide supervision and employee training regarding drugs in the workplace, conduct follow-up sessions for employees testing positive for drug use and provide counseling and/or referral assistance for employees and their family members with personal problems.

Tourist Development



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graph TD; A[Tourist Development] --> B[Administration]; B --> C[Convention & Visitor's Bureau]; B --> D[Film & Television Commission]; B --> E[Sports Commission]; B --> F[Cultural Arts]; B --> G[Other Programs]; G --> H[4th Cent]; G --> I[Special Projects]; G --> J[Beach Renourishment]
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Administration

— **Convention & Visitor's Bureau**

— **Film & Television Commission**

— **Sports Commission**

— **Cultural Arts**

— **Other Programs**

— **4th Cent**

— **Special Projects**

— **Beach Renourishment**

4 Positions

Thomas Dewey

A. J. A. J.

1947-1954

1954-1958

1958-1962

1962-1966

1966-1970

1970-1974

1974-1978

1978-1982

Mission

To promote the tourism industry in Palm Beach County and use tourism development tax dollars to generate the maximum return.

Summary of Services/Facilities

The Tourist Development Council (TDC) oversees the functional operations of four organizations and two funding programs. The four organizations are:

- Convention & Visitors Bureau
- Film & Television Commission
- Sports Commission
- Cultural Arts

The two funding programs are:

- 4th Cent (professional sports facilities and/or convention center) and
- Special Project/Convention Center Operations.

In addition, TDC funds are used to help fund the beach renourishment program in the Department of Environmental Resources Management.

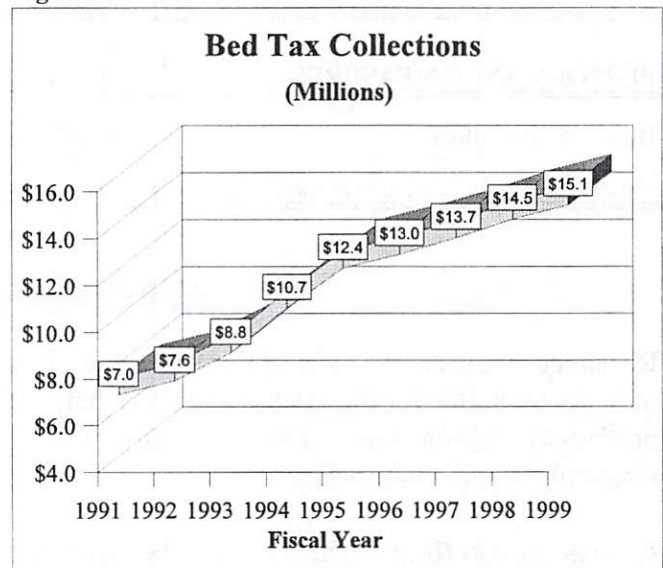
Trends and Issues

Increased Tourism: The trend of increased tourism is expected to continue in FY 1998-99. Year round occupancy rates in Palm Beach County hotels are still increasing with room rates at new highs. Absent any unforeseen events that would negatively impact tourism, an average growth in the bed tax revenues of 5% per year is anticipated as a result of rate and/or occupancy increases.

Ecotourism: The TDC has implemented an Eco-Tourism program in Palm Beach County with the objective of promoting the protection of Palm Beach County's recreation and nature-based tourism resources.

Convention Center/Special Projects: The County is proceeding with the Convention Center Project, estimated to cost \$54 million, to be paid for from the 4th cent. The special project fund is being continued, but at \$100,000 per year. This fund will also be allocated a separate account for convention center operating deficits, which shall be funded at \$250,000 per year. The State Statute was amended to also allow for convention center operations to be paid for from the 4th cent.

Figure 1



Bed Tax Collections: Local Option Bed Tax Collections increased from \$7.0 million in FY 1990-91 to a projected \$15.1 million in FY 1998-99. A major contributor to this increase was the imposition of an additional one-cent tax effective in February 1994. Excluding the fourth cent increase, bed tax collections have increased an average of 5.0% during this period (Figure 1).

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Tourist Development Taxes	\$13,967,470	\$14,468,000	\$15,100,000	\$15,855,000
Grants	-	-	200,000	-
User Fees/Charges	40,322	100,000	51,000	76,000
Interdepartmental Charges	141,798	140,000	134,621	140,000
Other	12,232,604	12,261,382	13,620,799	14,222,673
TOTAL	\$26,382,194	\$26,969,382	\$29,106,420	\$30,293,673
APPROPRIATIONS				
Personal Services	\$249,440	\$231,458	\$228,958	\$257,267
Operating Expenses	7,554,243	9,624,703	8,653,412	8,939,372
Capital Outlay	320,232	38,050	860,050	496,300
Grants and Aids	2,702,487	2,264,830	2,314,830	2,251,667
Non-Operating	3,398,036	14,810,341	2,992,635	18,349,067
TOTAL	\$14,224,438	\$26,969,382	\$15,049,885	\$30,293,673
STAFFING				
Positions	4	4	4	4
Full Time Equivalents (FTEs)	4.00	4.00	4.00	4.00

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Bed Tax Revenues	\$13,967,473	+5%	5% per year	\$14,468,000	\$15,855,000
Note: 5-Year Trend represents average increase in base three cents tax. The fourth cent became effective February 1994.					

Significant Changes From Prior Year

Research Contract: The FY 1998-99 budget includes \$100,000 for the research contract that was previously administered and paid for by the Convention and Visitors Bureau.

Glades Marketing: The contract between the County and the Western Communities Tourism Alliance (WCTA) has been budgeted to continue

through fiscal 1999 at \$42,000 per year.

New Staff: TDC Administration will be filling a vacant secretarial position in FY 1998-99 to provide additional staff support. This position has been vacant since it was approved in FY 1996-97. TDC Administration has not had a staff increase in over ten years.

Definition of Program and Services

To develop and implement marketing programs to increase visitation to Palm Beach County by individual tourists, groups and meetings, participants and other visitors from throughout the United States and internationally. This is accomplished through consumer and trade advertising and specific marketing programs directed to each segment of the marketplace.

Program Objectives for FY 1999

1. Increase booked room nights by 10%.
2. Increase occupancy rate to 70%.
3. Increase advertising placement and frequency to generate 160,000 inquiries.
4. Increase the number of wholesalers who feature Palm Beach County to 460.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Wholesalers	428	+37%	n/a	450	460
Advertising inquiries	139,902	+5%	n/a	150,000	160,000
Average room occupancy	68.7%	+2%	n/a	69%	70%
Booked room nights	94,701	+3%	n/a	87,200	95,920
Press releases	25	+10%	n/a	24	36
Circulation/viewership	n/a	n/a	n/a	65,000,000	75,000,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Tourist Development Taxes	\$5,401,703	\$5,705,333	\$5,783,372	\$6,186,110
User Fees/Charges	40,322	100,000	51,000	76,000
Interdepartmental Charges	141,798	140,000	134,621	140,000
Other	2,556,693	2,100,200	2,535,619	1,810,132
TOTAL	\$8,140,516	\$8,045,533	\$8,504,612	\$8,212,242
APPROPRIATIONS				
Personal Services	\$220,940	\$231,458	\$228,958	\$257,267
Operating Expenses	5,807,663	7,423,755	6,368,524	6,860,040
Capital Outlay	313,772	30,750	49,250	39,500
Non-Operating	-	359,570	-	1,055,435
TOTAL	\$6,342,375	\$8,045,533	\$6,646,732	\$8,212,242
STAFFING				
Positions	4	4	4	4
Full Time Equivalents (FTEs)	4.00	4.00	4.00	4.00

Summary of Key Funding/Service Issues

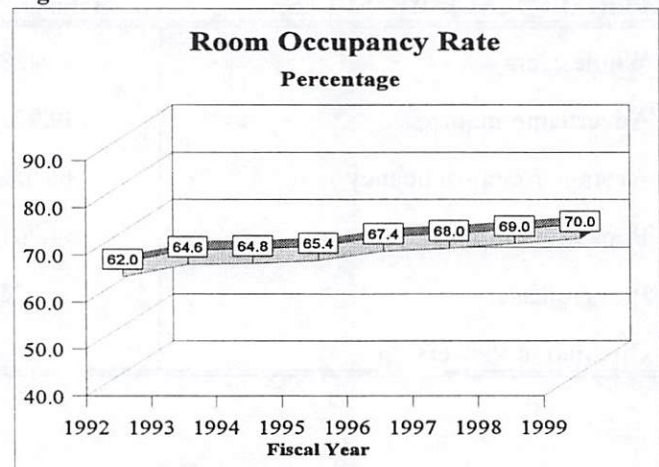
Visitor Center: The visitor center located in Jupiter at I-95 and the turnpike was opened in April 1997 and is budgeted to cost \$65,000 net of advertising revenues, which is the same as projected for FY 1997-98. The expense of operating the center, net of advertising revenues, is to be shared by the Cultural Council and the Film and Television Commission.

Marketing Plan Additions: Additions/enhancements to the marketing plan include three new sales missions in the Group area; development of new collateral material in press kit format for airport marketing; additional sales missions and trade shows internationally; and enhanced public relations.

Occupancy Rate: As presented in Figure 2, the average occupancy rate has increased from 62.0% in FY 1991-92 to a projected 70% in FY 1998-99, or an average of 1.14 percent each year. This has been accomplished through aggressive advertising, both to the consumer market and the groups/convention market via media placement, telephone solicitation,

trade/consumer shows, and an aggressive public relations campaign.

Figure 2



Definition of Program and Services

To promote Palm Beach County as a film, television, photography and print industry location. Primary services include:

- ◆ enhance the local labor force through internships and institutional education; and
- ◆ increase industry contact through marketing via trade magazine advertising, cable television infomercials, sales missions, conferences, and direct contact.

Program Objectives for FY 1999

1. Increase production in hotel room nights, industry employment, and production revenue by a minimum of 10%.
2. Increase producer inquiries by 10%.
3. Increase production activity (i.e. permits) by 10%.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Hotel room nights	6,125	+5%	n/a	11,000	8,470
Total dollar impact (millions)	\$61.5	+25%	n/a	\$63.4	\$69.7
Permits issued	102	+15%	n/a	121	133
Production days	1,530	n/a	n/a	n/a	1,851
Producer packets assembled/mailed	587	+20%	n/a	660	605
Individuals employed	5,063	+5%	n/a	7,950	7,755

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Tourist Development Taxes	\$403,112	\$425,771	\$431,595	\$461,650
Other	77,843	77,491	124,754	110,643
TOTAL	\$480,955	\$503,262	\$556,349	\$572,293
APPROPRIATIONS				
Personal Services	\$28,500	-	-	-
Operating Expenses	335,193	\$436,031	\$424,158	\$473,394
Capital Outlay	2,200	2,800	3,300	3,300
Non-Operating	-	64,431	2,000	95,599
TOTAL	\$365,893	\$503,262	\$429,458	\$572,293
STAFFING				
Positions	-	-	-	-
Full Time Equivalents (FTEs)	-	-	-	-

Summary of Key Funding/Service Issues

Public Relations Firm to be Utilized: The Film and Television Commission (FTC) has budgeted \$50,000 in FY 1998-99 to continue the public relations contract to promote filming in Palm Beach County. This effort, to be carried out in Los Angeles, should result in increased filming which, in turn, will increase the number of hotel room nights for film and television projects, resulting in additional bed taxes.

Expansion of Services: The FTC will continue in its mission to provide world-class service to clients. The addition of a new Production Coordinator will assist the office in accomplishing three goals: expansion of office hours to 8:00PM to service the

West Coast; development of a new production guide; development of talent showcases and mini FAM (familiarization) tours. The FTC will also undertake the responsibility for the Student Showcase event at the Palm Beach International Film Festival.

Expanded Service: The FTC has budgeted a national advertising campaign that will be placed in national trade magazines throughout the year. The FTC will also develop new collateral to respond to inquiries from this campaign. The FTC will also develop and distribute a newsletter containing important information for industry professionals working in Palm Beach County.

Definition of Program and Services

To attract sporting events to the County to provide a positive economic impact and promote the image of Palm Beach County both locally and on a national and international basis. Primary services include:

- ◆ attract, stimulate and promote sports entertainment events and activities in Palm Beach County;
- ◆ coordinate and sponsor/co-sponsor sporting events with private citizens and organizations;
- ◆ assist in obtaining maximum utilization of County owned and operated sports and entertainment facilities; and
- ◆ promote grassroots sports development for the citizens of Palm Beach County.

Program Objectives for FY 1999

1. Increase sports related room nights to 150,000.
2. Conduct site visits to recruit 4 new "bid" events/activities into Palm Beach County.
3. Conduct 1 multi-sport event utilizing multiple venues throughout Palm Beach County.
4. Maintain national exposure at 16 events via Sports Commission supported events.
5. Establish two new revenue sources to secure funding.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Room nights (events hosted)	101,134	+49%	n/a	125,000	150,000*
Economic impact of events hosted (millions)	\$41.3	+23%	n/a	\$48.0	\$60.0*
Bids submitted or assisted	20	+4.4%	n/a	18	18
Bids awarded	11	+31%	n/a	12	12
Events-grant funded	25	+35%	n/a	25	20
Events-assistance only	32	n/a	n/a	23	25
National exposure events	16	+14%	n/a	16	16
* Higher Impact due to Super Bowl					

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Tourist Development Taxes	\$503,890	\$532,214	\$539,494	\$577,062
Other	248,006	257,177	309,049	155,729
TOTAL	\$751,896	\$789,391	\$848,543	\$732,791
APPROPRIATIONS				
Operating Expenses	\$384,061	\$431,259	\$428,790	\$475,341
Capital Outlay	4,260	4,500	7,500	3,500
Grants and Aids	126,902	160,000	210,000	172,000
Non-Operating	30,000	193,632	30,000	81,950
TOTAL	\$545,223	\$789,391	\$676,290	\$732,791

Summary of Key Funding/Service Issues

Development of Events in Palm Beach County:

Increasing the number and/or size of events should increase the number of sporting event-related room nights to 150,000 and increase the overall economic impact to \$60 million. This can be accomplished by actively pursuing NCAA or AAU-type events, additional Sports Commission-funded events, conducting site visits and by informing national governing bodies about the viability of hosting events in Palm Beach County.

Enhancement of Funding Sources:

The Commission will pursue additional funding from major corporations through various types of sponsorship funding including continuous promotion of the new "Friends of Youth" corporate membership, identification of funding available from major sports manufacturers through specific grant programs; increasing membership through membership level updates and identifying new sources of membership including youth and local sports organizations, and restaurants. These programs should generate an additional \$20,000 in funding.

Definition of Program and Services

To develop, coordinate, and promote the arts throughout Palm Beach County. Primary services include:

- ◆ promote new cultural leadership and development in Palm Beach County;
- ◆ develop strategic plans to increase financial support for arts and culture in Palm Beach County;
- ◆ establish mechanisms to ensure the provision and stabilization of adequate arts and cultural facilities;
- ◆ organize and expand audience development and marketing strategies for arts and culture in Palm Beach County;
- ◆ provide a means for access to cultural facilities for all residents and tourists of Palm Beach County;
- ◆ promote arts and cultural education to all residents of Palm Beach County, especially those of pre- and school age; and
- ◆ establish strategies designed to provide suitable working environments for artists and promote Art in Public Places.

Program Objectives for FY 1999

1. Develop a uniform survey instrument for TDC funded organizations to use in measuring tourism impact.
2. Research and design, where feasible, collateral material to meet audience and tourism demand.
3. Implement marketing strategies that result from marketing tourism research findings.
4. Develop a sequential professional development curriculum program for staff of the County's cultural organizations.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Trade shows attended	1	+7%	n/a	2	2
Reimbursements processed	133	+9%	n/a	200	150
Art in Public Places exhibits	49	+19%	n/a	40	40
Orgs./artists receiving direct assistance	402	n/a	n/a	300	300

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Tourist Development Taxes	\$2,317,895	\$2,448,184	\$2,481,671	\$2,654,488
Other	522,506	260,719	451,968	172,853
TOTAL	\$2,840,401	\$2,708,903	\$2,933,639	\$2,827,341
APPROPRIATIONS				
Operating Expenses	\$585,385	\$607,019	\$605,301	\$696,780
Grants and Aids	1,851,543	2,054,830	2,054,830	2,079,667
Non-Operating	-	47,054	-	50,894
TOTAL	\$2,436,928	\$2,708,903	\$2,660,131	\$2,827,341

Summary of Key Funding/Service Issues

FY 1998-99 Budget Summary: The FY 1998-99 budget reflects an increase of 5% in current salary levels for 4 FTE employees funded through the Tourist Development Council contract with the

Palm Beach County Cultural Council. The budget includes outside professional fees for development of electronic marketing strategies and staff training for maintenance of electronic media.

Definition of Program and Services

The Tourist Development Council also oversees two funding programs and one County-related program as follows:

- ◆ 4th Cent (Professional sports facilities and/or convention center);
- ◆ Special Projects/Convention Center Operations Fund for tourism related projects; and
- ◆ Beach Renourishment (administered by Environmental Resources Management).

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Tourist Development Taxes	\$5,340,870	\$5,356,498	\$5,863,868	\$5,975,690
Grants	-	-	200,000	-
Other	8,827,556	9,565,795	10,199,409	11,973,316
TOTAL	\$14,168,426	\$14,922,293	\$16,263,277	\$17,949,006
APPROPRIATIONS				
Operating Expenses	\$441,941	\$726,639	\$826,639	\$433,817
Capital Outlay	-	-	800,000	450,000
Grants and Aids	724,042	50,000	50,000	-
Non-Operating	3,368,036	14,145,654	2,960,635	17,065,189
TOTAL	\$4,534,019	\$14,922,293	\$4,637,274	\$17,949,006

Summary of Key Funding/Service Issues

Fourth Cent: The State Statute was amended such that the use of the fourth cent was expanded to include convention center operations. Expenditures from the fourth cent include planning and design costs for professional sporting facilities, and payment of debt issued to pay for the new stadium in Jupiter.

During FY 1998-99, the Convention Center project is expected to be finalized as to cost and configuration, with construction starting within the fiscal year.

Special Projects Fund/Convention Center Operating Fund: The Special Project Fund is to be continued, but will be funded at \$100,000 per year.

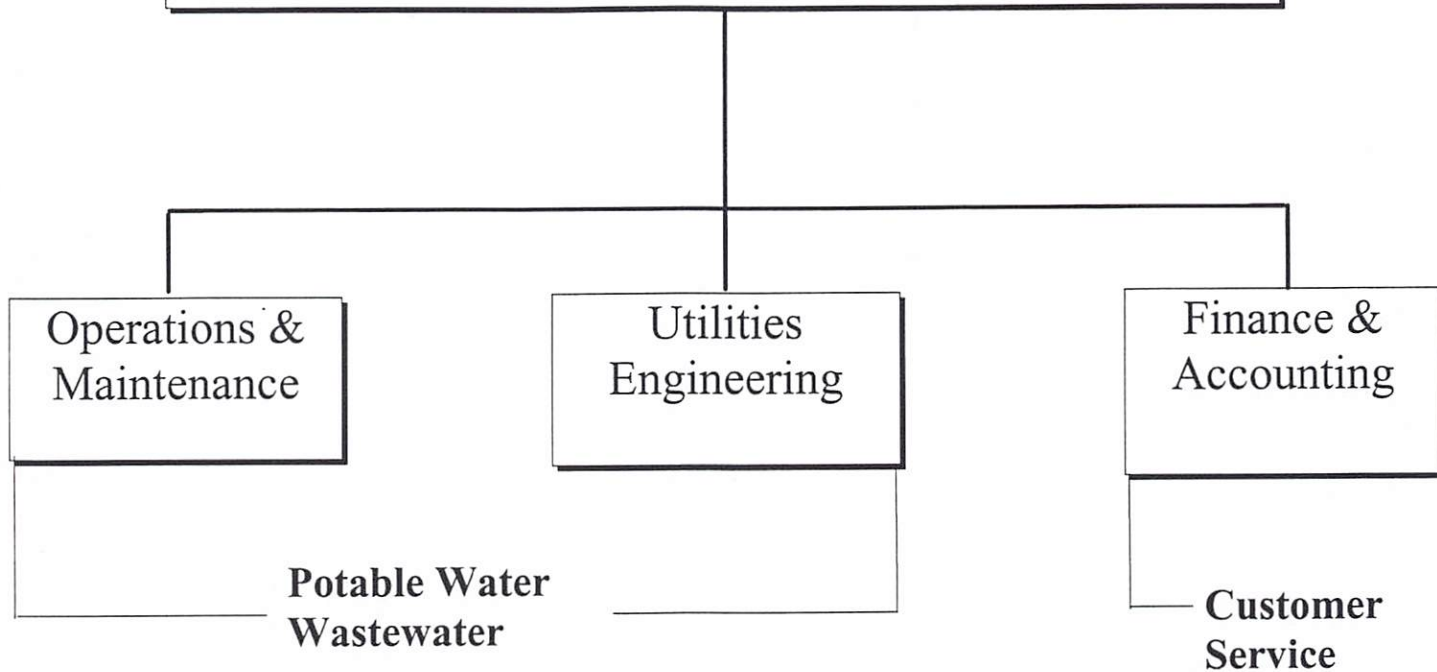
Added to this fund will be an account for 'Convention Center Operations' which shall be funded by the residual funds from the special project funds accrued through FY 1998, projected to be around \$600,000 plus \$250,000 per year thereafter.

Beach Improvement Program: This program is to provide beach improvement, maintenance, renourishment, restoration, and erosion control, with an emphasis on dune restoration where possible. The program, which is administered by Environmental Resources Management, is allocated 14.4% of the first three cents of the bed tax. The FY 1998-99 capital budget for beach improvement totals \$12,043,000, and includes twenty restoration projects.

FY 1998-99 Total Budget by Program: The total FY 1998-99 budgets, including reserves, for the above programs are as follows:

• Fourth Cent	\$15,097,673
• Special Projects/Conv Ctr.	\$972,701
• Convention Center Grant	\$200,000
• Beach Renourishment	\$1,678,632

Water Utilities



411 Positions

WATER TREATMENT



1. Coagulation & Flocculation

2. Settling & Clarification

Mission

To provide the highest quality potable water, reclaimed water, and wastewater service to customers in a fiscally and environmentally sound manner. The Department's vision for the future is *"The Utility of the Future, the Customer's Choice."*

Summary of Services/Facilities

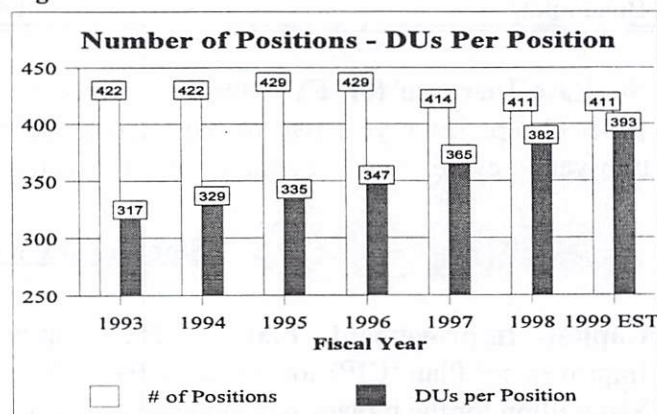
The Water Utilities Department (WUD) provides water and wastewater collection services to approximately 360,000 residents within 177 square miles of the rapidly urbanizing, primarily unincorporated, area of Palm Beach County. The Department currently operates five water treatment plants, four of which are permanent regional facilities, with a total treatment capacity of 58.3 million gallons per day (mgd). Wastewater is treated at two regional facilities. The Department owns and operates the 30 mgd "Southern Region Water Reclamation Facility," a state-of-the-art wastewater treatment and water reclamation facility.

Additionally, the Department owns 12.5 mgd of capacity in the 55 mgd East Central Region Wastewater Treatment Plant, which is operated by the City of West Palm Beach. The water distribution system includes over 1,300 miles of pipe, 13 ground storage tanks, and 9,557 fire hydrants. For wastewater collection, the Department maintains 742 miles of gravity sewers, 310 miles of forcemains, and 622 lift stations. The Department also operates a Central Region Administrative and O&M Complex and a Southern Region Operations Center and Central Laboratory.

Trends and Issues

No New Positions: In spite of a projected 4,600 additional dwelling units, the Department is committed to meeting the increased customer needs with no new positions for FY 1998-99. Growth in dwelling units for the Department's service area continues to exceed population growth statistics for Palm Beach County. Projections for population growth in FY 1998-99 are 2.1% for the County compared to an estimated 2.8% for the Department. With the increase in dwelling units served, the overall productivity for the Department is projected to increase by 3.0%. **Figure 1** shows the average number of dwelling units (DUs) served per employee and the number of positions over the last five years, as well as projected figures for FY 1997-98 and FY 1998-99.

Figure 1



FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$55,277,790	\$62,030,000	\$60,969,000	\$62,931,000
Other	63,609,820	73,559,089	107,800,000	104,393,985
Interfund Transfers	76,851,395	104,339,327	79,209,000	101,065,000
TOTAL	\$195,739,005	\$239,928,416	\$247,978,000	\$268,389,985
APPROPRIATIONS				
Personal Services	\$17,029,006	\$18,916,344	\$18,058,275	\$19,634,921
Operating Expenses	18,789,869	21,221,656	20,037,085	21,291,079
Capital Outlay	23,214,855	65,976,400	40,323,000	93,995,245
Debit Service	4,978,021	15,160,066	14,027,800	14,935,800
Non-Operating	75,690,554	118,653,950	79,384,000	118,532,940
TOTAL	\$139,702,305	\$239,928,416	\$171,830,160	\$268,389,985
STAFFING				
Positions	411	411	411	411
Full Time Equivalents (FTEs)	411.00	411.00	411.00	411.00

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Average monthly residential bill	\$28.55	+2%	\$35.60	\$30.05	\$30.05
Growth %, excluding acquisitions	3.3%	+4%	2%	3%	3%
Bond debt service coverage	2.66x	+8%	1.6x - 1.9x	2.81x	2.27x
Bond rating	AA	AA	AA	AA	AA

No Rate Increase for FY 1998-99: Since FY 1998-99 represents year two of the Department's two-year cycle, no increase is projected.

Accordingly, the Department's customers will see no increase in their monthly charges due to rates.

Significant Changes From Prior Year

Capital Improvement Plan: The Capital Improvement Plan (CIP) for FY 1998-99 includes \$30 million for the replacement and expansion of a 25 million gallon per day water treatment plant in suburban West Boca Raton.

Definition of Program and Services

The Department's customer service program facilitates the provision of water and wastewater utility services for existing and potential customers. These services include direct external and internal customer assistance. Examples include:

- ◆ prompt initiation and connection of new accounts;
- ◆ accurate reading of customer meters and calculation of related billings;
- ◆ timely response to customer inquiries, whether in person, by telephone, or through correspondence;
- ◆ management of Departmental contracts and agreements; and
- ◆ diligent enforcement and collection of fees owed.

Although customer accounts are billed monthly, all related functions must be provided daily to accomplish the Department's mission.

Program Objectives for FY 1999

1. Complete implementation of a new customer billing and information system by September 1999.
2. Begin construction of a new customer service building by June 1999.
3. Fully implement customer service productivity enhancement for meter reading and customer service by September 1999.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend *	Benchmark Comparison	1997-98 Budget	1998-99 Target
Average time to respond to written customer inquiry (days)	3	-40%	3	3	3
Percent of meters read as scheduled	98%	+3%	98%	98%	98%
Average meters read per meter reader per day	517	+7%	250	536	540
Percent of customer's bills mailed correctly	100%	0%	100%	100%	100%
Write-offs as a percent of revenues	.5%	-.4%	.5% - .8%	.3%	.3%
* Average					

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$3,347,035	\$3,445,000	\$3,445,000	\$3,565,000
TOTAL	\$3,347,035	\$3,445,000	\$3,445,000	\$3,565,000
APPROPRIATIONS				
Personal Services	\$2,524,506	\$2,871,672	\$2,691,621	\$2,988,621
Operating Expenses	996,772	995,223	936,560	983,379
TOTAL	\$3,521,278	\$3,866,895	\$3,628,181	\$3,972,000
STAFFING				
Positions	72	72	72	72
Full Time Equivalents (FTEs)	72.00	72.00	72.00	72.00

Summary of Key Funding/Service Issues

New Customer Service/Billing System: The new customer service/billing system will address the Department's year 2000 billing system concerns, as well as provide enhanced customer service. The new customer service building will be located in the center of the Department's service area.

Definition of Program and Services

This program ensures delivery of a high quality level of potable water to the Department's customers through its capital facilities and infrastructure. These functions assure the integrity of the distribution system and availability of potable water to meet future needs in accordance with standards established for the health and safety of the Department's customers. Primary services include:

- ◆ 24 hour, on demand availability of potable water service through various treatment technologies;
- ◆ water quality which exceeds state and federal standards; and
- ◆ engineering services to develop and implement all capital facilities necessary to ensure adequate levels of potable water service.

Program Objectives for FY 1999

1. Begin construction of a 25 million gallon per day expansion and improvements for Water Treatment Plant #9 by April 1999.
2. Complete construction improvements to Water Treatment Plant #8 by September 1999.
3. Complete construction of Canal Point water main improvements by September 1999.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Operating costs per thousand gallons of water treated	\$1.31	+1%	n/a	\$1.42	\$1.39
Million gallons per day of water treated	35.4	+3%	n/a	36.4	37.1
Average water dwelling units served	153,200	+4%	n/a	157,800	162,400
Percent of water "unaccounted for"	13.3%	0%	10% - 20%	11.0%	11.0%
Percent of water samples meeting federal and state standards	100%	n/a	100%	100%	100%

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$20,772,302	\$23,434,000	\$23,009,600	\$23,746,000
Other	25,443,928	29,423,636	43,120,000	41,757,594
Interfund Transfers	30,740,558	41,735,731	31,683,600	40,426,000
TOTAL	\$76,956,788	\$94,593,367	\$97,813,200	\$105,929,594
APPROPRIATIONS				
Personal Services	\$5,801,800	\$6,417,869	\$6,146,662	\$6,658,520
Operating Expenses	7,117,239	8,090,573	7,640,210	8,123,080
Capital Outlay	9,285,942	26,390,560	16,129,200	37,598,098
Debit Service	1,991,208	6,064,026	5,611,120	5,974,320
Non-Operating	30,276,222	47,461,580	31,753,600	47,413,176
TOTAL	\$54,472,411	\$94,424,608	\$67,280,792	\$105,767,194
STAFFING				
Positions	169	169	169	169
Full Time Equivalents (FTEs)	169.00	169.00	169.00	169.00

Summary of Key Funding/Service Issues

New 25 Million Gallons Per Day Plant: The existing 14 mgd lime softening treatment plant located in suburban West Boca Raton will remain operational until a new 25 mgd membrane plant is constructed over the next two years on the existing site. The additional capacity is necessary to meet projected needs for that portion of the Department's service area.

Fiscal Impact: Funding will be provided by on-line user fees, connection fees, guaranteed revenue, balances brought forward, and the 1998 \$30 million water and wastewater revenue bond issue.

Definition of Program and Services

This program ensures environmentally sound sanitary wastewater collection, treatment, and disposal through the facilities owned by the Department, as well as additional capacity at the East Central Region Plant, operated by the City of West Palm Beach. The Department's reclaimed water services is provided through this program. Primary services include:

- ◆ 24 hour, on demand availability of wastewater treatment and disposal;
- ◆ wastewater treatment which exceeds state and federal standards; and
- ◆ engineering services to develop and implement all capital facilities necessary to ensure proper collection, treatment, and disposal of wastewater.

Program Objectives for FY 1999

1. Complete design and rehabilitation of lift stations 976, 979, and 1052 by September 1999.
2. Complete the design of a tube and packer assembly for the deep injection well at the Southern Region Water Pumping Facility by September 1999.
3. Complete construction of a 5 million gallon reclaimed water storage tank by September 1999.
4. Complete construction of additional 16 million gallons per day reclaimed water filters by September 1999.
5. Complete the Mechanical Integrity Testing (MIT) for two deep injection wells at the Southern Regional Water Reclamation Facility and one at site 3 by September 1999.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Operating costs per thousand gallons of wastewater treated	\$2.69	+1%	n/a	\$2.96	\$2.94
Million gallons per day of wastewater treated	25.6	+2%	n/a	26.3	27.0
Average monthly wastewater dwelling units served	150,600	+4%	n/a	154,800	159,000
Gravity wastewater mains inspected and evaluated (measured in feet)	28,000	n/a	n/a	28,000	30,000
Gallons of inflow elimination during fiscal year	25,000	n/a	n/a	50,000	50,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$31,158,453	\$35,151,000	\$34,514,400	\$35,619,600
Other	38,165,892	44,135,453	64,680,000	62,636,391
Interfund Transfers	46,110,837	62,603,596	47,525,400	60,639,000
TOTAL	\$115,435,182	\$141,890,049	\$146,719,800	\$158,894,991
APPROPRIATIONS				
Personal Services	\$8,702,700	\$9,626,803	\$9,219,992	\$9,987,780
Operating Expenses	10,675,858	12,135,860	11,460,315	12,184,620
Capital Outlay	13,928,913	39,585,840	24,193,800	56,397,147
Debit Service	2,986,813	9,096,040	8,416,680	8,961,480
Non-Operating	45,414,332	71,192,370	47,630,400	71,119,764
TOTAL	\$81,708,616	\$141,636,913	\$100,921,187	\$158,650,791
STAFFING				
Positions	170	170	170	170
Full Time Equivalents (FTEs)	170.00	170.00	170.00	170.00

Summary of Key Funding/Service Issues

Mandatory Reclaimed Water Service Area: To meet the increased demand for reclaimed water within the Mandatory Reclaimed Water Service Area, the reclaimed water system capacity is being expanded.

Fiscal Impact: Funding will be provided by on-line user fees, connection fees, guaranteed revenue, and balances brought forward.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$884,400	\$483,988	\$425,770	\$887,198
Fines & Forfeitures	77,962	100,000	100,000	125,000
Other	206,030	272,384	517,019	308,016
TOTAL	\$1,168,392	\$856,372	\$1,042,789	\$1,320,214
APPROPRIATIONS				
Personal Services	\$1,704,108	\$1,660,700	\$1,609,128	\$1,998,596
Operating Expenses	399,782	615,114	598,771	748,842
Capital Outlay	19,673	20,164	60,312	39,275
Debt Service	7,071	9,000	-	-
Grants and Aids	163,182	-	-	-
Non Operating	3,140,830	11,476,232	1,030,397	10,705,016
TOTAL	\$5,434,646	\$13,781,210	\$3,298,608	\$13,491,729
STAFFING				
Positions	44	45	32	37
Full Time Equivalents (FTEs)	42.50	43.50	32.00	37.00

Included in this category are amounts budgeted for the following non-departmental agencies:

- Criminal Justice Commission
- Economic Development
- Office of Equal Opportunity
- Office of Small Business Assistance
- Housing Finance Authority



Mission

To provide staff, administrative, and support services to the Criminal Justice Commission, its task forces and committees. Primary services include:

- ▶ provide overall coordination and research for law enforcement, courts, corrections, and crime prevention efforts in the county;
- ▶ provide an efficient, cost effective, and timely criminal justice system in the County;
- ▶ effect the reduction of crime in the County on a permanent basis; and
- ▶ identify areas of concern/resources/funds for Criminal Justice Commission priorities.

Summary of Services/Facilities

The Criminal Justice Commission (CJC) was established under County Ordinance 88-16 in August 1988. It is composed of thirty-three members, including twenty-one representatives from the public sector (criminal justice and government agency heads) and twelve from the private sector. The role of the CJC is to study all aspects of the criminal justice and crime prevention systems throughout the federal, state, County, municipal and private agencies within the County; to build partnerships among the many agencies; and to make recommendations to the Board of County Commissioners (BCC) on policies and programs. The CJC also involves professionals from various disciplines who participate in task forces. Over 200 people volunteer each year.

The CJC is comprised of one program--Support Services. The Support Services program provides staff to the Commission. The BCC funds four positions: the Executive Director, two Senior Criminal Justice Analysts, and an Administrative Secretary. In addition, the CJC has six grant funded positions. A Program Monitor position is funded by the federal Edward Byrne Memorial grant to administer the County's allocation of these funds. The federal Local Law Enforcement Block Grant (LLEBG) funds 5 positions; a Criminal Justice Analyst, Community Court Coordinator, Law Enforcement Radio Communication Coordinator, and 2 secretarial support positions.

Trends and Issues

Transfer of Weed & Seed Program to the Sheriff: The Riviera Weed & Seed Program, including the Americorps Program, was transferred to the Sheriff effective October 27, 1997.

Forecast and Evaluation Task Force: 1998 marks CJC's 10th anniversary. An evaluation of the progress and accomplishments of the Commission will be done to evaluate its business operations, impact, and crime trends in the County.

Public Relations The CJC created a Public Relations Task Force to highlight the CJC's mission and accomplishments throughout its ten years. A Speakers Bureau was created of CJC members who will introduce the CJC to organizations throughout the County.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$595,729	\$310,954	\$331,570	\$735,998
Other	130,575	175,375	199,336	-
TOTAL	\$726,304	\$486,329	\$530,906	\$735,998
APPROPRIATIONS				
Personal Services	\$536,420	\$280,221	\$313,378	\$541,067
Operating Expenses	112,745	57,859	66,307	172,319
Capital Outlay	5,666	4,803	11,452	12,102
Debt Service	7,071	9,000	-	-
Grants and Aids	163,182	-	-	-
Non Operating	-	444,624	444,624	323,339
TOTAL	\$825,084	\$796,507	\$835,761	\$1,048,827
STAFFING				
Positions	19	19	6	10
Full Time Equivalents (FTEs)	17.50	17.50	6.00	10.00
*Above summary reflects consolidated budget and staffing of the Criminal Justice Commission and the Weed & Seed Program thru FY 1998.				

Federal Drug Control and System Improvement Formula Grant Program (Edward Byrne Memorial Grant): CJC administers Palm Beach County's share of these grant funds and makes recommendations for the allocation of funds. The County was allocated \$719,952 in FY 1999. The BCC approved the CJC's recommendation to award these funds to the following four programs: (1) the Sheriff's Office, Multi-Agency Narcotics (MAN) Unit, which works with local law enforcement agencies to rid local communities of drug dealers; (2) West Palm Beach's, Responding Against Delinquency and Recidivism (RADAR) Program, which partners with the Florida Department of Juvenile Justice to strengthen probation as a tool to effectively manage serious violent and chronic juvenile offenders; (3) Victim Services' Special Options toward Achieving Recovery (SOAR) Program, which works with domestic violence victims and abusers; and (4) West Palm Beach's Truancy Interdiction Program, which partners with local law enforcement agencies to provide services and assistance to truants to keep them in school.

Federal Local Law Enforcement Block Grant (LLEBG) Program: The CJC administers the County's share of these grant funds and makes recommendations to the BCC on how the funds are allocated. The County was allocated \$945,013 each for FY 1997 and 1998, and \$846,677 for FY 1999. The BCC approved CJC's recommendation to award FY 1997 and 1998 to the following four agencies: (1) the Palm Beach County Sheriff's Office, to provide the newly created Juvenile Assessment Center with six deputies, six correctional aides, and security equipment; (2) the State Attorney's Office, for a prosecutor to target violent Part I crimes in the Weed and Seed areas; (3) the Weed and Seed Program, to provide two deputies to serve on the multi-agency law enforcement units for the two sites; and (4) the CJC, to provide for a Criminal Justice Analyst to work on the countywide public safety radio communications system project. The FY 1999 funds will be used to establish a Community Court Program in West Palm Beach, coordinate the Countywide Law Enforcement Radio Communication System, and partially fund the operations of the Weed and Seed program under the Sheriff.

Definition of Program and Services

To provide primary staff support to the Criminal Justice Commission (CJC) and its task forces, councils, committees and subcommittees. Primary services include:

- ◆ arrange for the orderly scheduling of the business of the Commission, task forces, and committees;
- ◆ coordinate, develop, and review agenda items for meetings;
- ◆ provide staff support for special projects;
- ◆ facilitate the accomplishment and monitor the progress of the CJC's priority issues;
- ◆ coordinate, develop, and implement comprehensive planning and policy development among criminal justice agents;
- ◆ administer the County's allocation of federal Local Law Enforcement Block Grant funds;
- ◆ administer the County's allocation of federal Drug Control and System Improvement Formula Grant Program funds through a local option Request For Proposal process;
- ◆ notify local agencies of available grants and review, assist and prepare grant applications; and
- ◆ monitor the County's contract for county probation services.

Program Objectives for FY 1999

1. Coordinate the goal setting process with the CJC to identify target issues and priorities.
2. Complete projects and assignments as directed by the CJC and its task forces.
3. Maintain a PC database for compiling criminal justice data.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Policies, programs or issued researched	100	n/a	n/a	100	100
Grant applications assisted/reviewed	15	n/a	n/a	15	15
Reports and research published	30	n/a	n/a	30	30
Legislative and policy requests rendered	50	n/a	n/a	10	10
Meetings arranged/staffed	80	n/a	n/a	80	80

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$17,446	\$41,705	\$62,321	\$735,998
Other	5,000	-	23,961	-
TOTAL	\$22,446	\$41,705	\$86,282	\$735,998
APPROPRIATIONS				
Personal Services	\$252,658	\$280,221	\$313,378	\$541,067
Operating Expenses	42,623	57,859	66,307	172,319
Capital Outlay	3,938	4,803	11,452	12,102
Debt Service	7,071	9,000	-	-
Grants and Aids	5,849	-	-	-
Non Operating	-	-	-	323,339
TOTAL	\$312,139	\$351,883	\$391,137	\$1,048,827
STAFFING				
Positions	5	6	6	10
Full Time Equivalents (FTEs)	4.50	5.50	6.00	10.00

Summary of Key Funding/Service Issues

Grant Funded Positions: The CJC has seven grant funded positions: a part time clerk that is funded by the federal Senior Aide program and does not show in the County complement; a Program Monitor funded by federal Edward Byrne Memorial State and Local Assistance Formula Grant funds; Criminal Justice Analyst, Community Court Coordinator, Radio Communication Systems Coordinator, two secretaries are all funded through the federal Local Law Enforcement Block Grant funds. The discontinuance of any grant funding for these positions will affect CJC's operations.

Community Justice: A recent trend in the criminal justice system is community justice. This concept combines community policing, community

prosecution, and community courts in an holistic approach to addressing crime. It treats the community as a victim and devotes criminal justice system resources directly to particular community crime problems. This year the CJC, with the recommendation of the Court System Task Force, will establish a pilot community court in Palm Beach County with the possibility of expanding to other sites. The Task Force includes agency head representatives from all the key criminal justice system components. The nationwide model for community courts is the Midtown Community Court in New York City. Members and staff of the CJC traveled to New York to study the community court model.

Mission

To stimulate economic growth in Palm Beach County by: responding to countywide and targeted area community initiatives; providing incentive grant programs; attracting new businesses and helping expanding existing businesses which will create job opportunities; assisting incubators and entrepreneurs; and supporting industries that will diversify and strengthen the local economy, and increase the tax base.

Summary of Programs and Services

The Economic Development Office (EDO) manages, implements, and monitors the County's Economic Development Program pursuant to the direction and priorities of the Board of County Commissioners. EDO coordinates requests for economic assistance and processes grant applications (contingent on available funds). EDO directly assists or facilitates over 20 programs. EDO maintains Palm Beach County's Economic Development Business Plan, which identifies key programs and projects fostering economic development that are countywide in scope or target designated geographic areas. They include:

♦ existing incentive programs are Attraction, Job

Growth, Development Region, State Enterprise Zone, Film & Television, Agriculture and Tax Exemption.

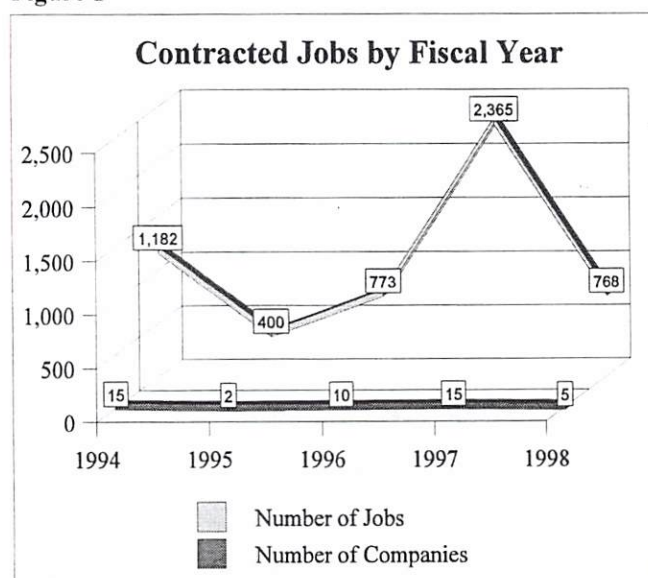
♦ planned incentive programs are Federal Empowerment Zone, and State Urban Job Tax Credit Program.

♦ incubator and small business assistance is provided by Black Business Investment Corp., Business Loan Fund, and four geographically dispersed incubators: EDGE Center, BEDR, PBCBI, and TED Center.

♦ support and/or funding are provided to agriculture, equine and marine industries, and to small business advocacy.

Trends and Issues

Figure 1



New Jobs Contracted: A primary focus of the County's countywide and targeted area incentive grant programs is the creation of new full time jobs. The Job Growth Incentive (JGI) Grant Program is countywide in scope, providing support for eligible companies relocating or expanding in Palm Beach County. The companies are reimbursed for eligible relocation or expansion costs. Reimbursement is contingent on the companies creating the contracted number of full-time jobs (minimum of 50 jobs). There are a total of 47 companies (28 relocation/19 expansion) which are JGI grant recipients, having committed to creating a total of 5,488 new full-time jobs. These grant awards total \$7,150,050, which equates to about \$1,300 per job created and represents Board approvals as of 2/24/98 (see Figure 1).

FY 1997-98 Carry-forward Funding: The funding for the FY 1998-99 Budget will be derived from interest income, carryforward and residual funds from the economic development programs, plus \$1 million in new money. **Figure 2** provides an analysis of projected funds available for FY 1998-99 programs. Only the JGI Fund and Film/TV Fund have appreciable funds available. **Figure 2.**

Program Changes: As EDO enters its sixth year of program management and assistance, staff is increasingly responding to requests for assistance from existing communities or organizations that are engaged in various local economic development initiatives. As a result of this demand, a priority of EDO is any program requiring minimal or no County resources or matching funds (other than in-kind services), such as: State Enterprise Zone Program & Agency, Federal Empowerment Zone Enterprise Community Program, Urban Job Tax Credit Program, Tax Exemption Program, Waterfront Interlocal Agreement (Central County), Hazard Mitigation Emergency Management Grant, County-wide Community Revitalization Team, Equestrian Task Force, and Lake Worth Park of Commerce.

Projected Carry-forward Program Funding	Amount
Agriculture Economic Development Program	\$ 0
Attraction Incentive Grant Program	0
Black Business Investment Corporation	0
Business Loan Fund of the Palm Beaches, Inc.	0
Development Regions Incentive Grant Program	0
Film & Television Incentive Grant Program	150,000
Incubators & BEDR	0
Job Growth Incentive Grant Program	811,800
Small Business Advocacy Program	75,000
Tech Prep Program - Film & Marine Skills	50,000
Waterfront Redevelopment Interlocal Agreement	20,000
Total	\$1,106,800

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$293,501	\$324,868	\$317,849	\$327,436
Operating Expenses	36,739	54,240	54,240	55,092
Capital Outlay	2,374	2,500	2,500	3,000
Non-Operating	3,140,830	10,973,045	585,773	10,217,979
TOTAL	\$3,473,444	\$11,354,653	\$960,362	\$10,603,507
STAFFING				
Positions	5	5	5	5
Full Time Equivalents (FTEs)	5.00	5.00	5.00	5.00

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
JGI Program: new jobs/companies	2,365/15	n/a	n/a	1,455/10	950/6

Significant Changes From Prior Year

Allocation of New Funding: The \$1 million additional funding being provided by the Board for FY 1998-99 (plus interest earnings and carryover funding), will enhance the prospects of sustaining and implementing the Board's economic development programs. Other potential funding resources exist in the form of state, federal, and

foundation grants. Business Loan Fund of the Palm Beaches, Inc. is considering providing funds to potential applicants. The incubators are increasingly able to respond to requests for help from small entrepreneurs. Local communities rely heavily on the Development Regions Program grants.

Definition of Programs and Services

To provide economic development assistance throughout Palm Beach County, not limited to targeted geographic areas. These incentive programs offer grants, e.g., Job Growth grants to companies willing to relocate to Palm Beach County and to local existing businesses considering expansion. Included among the countywide programs are: Job Growth; Film & Television; Attractions; Black Business Investment Corporation; Enterprise Development Corporation; Marine, Agriculture and Equine Industries; Tech Prep; Small Business Assistance; and Economic Development Ad Valorem Tax Exemption. Primary services are:

- ◆ manage, implement, and monitor programs, and amend programs when appropriate;
- ◆ coordinate application review process, and prepare grants for County Commission action;
- ◆ assist community entities regarding programs, and help applicants with program requirements; and
- ◆ respond to general requests for information, and improve public awareness and perception of programs.

Program Objectives for FY 1999

1. To award Job Growth Incentive Program grants to six businesses.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Job Growth Incentive Program; number of relocating & expanding businesses	8 Reloc. 7 Exp.	n/a	5 Reloc. 5 Exp.	5 Reloc. 5 Exp.	3 Reloc. 3 Exp.
JGI Funds awarded	\$1,928,550	n/a	\$1,000,000	\$2,185,030	\$903,300
Jobs contracted (new full-time only)	2,365	n/a	1,000	1,455	950
Average wage rate (grant recipients) in relation to PBC average (\$28,000)	\$28,659	n/a	\$30,000	\$31,500	\$31,500
Average award per contracted job	\$815	n/a	\$1,000	\$1,500	\$950

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$231,866	\$256,645	\$251,101	\$258,674
Operating Expenses	29,024	42,850	42,850	43,523
Capital Outlay	1,875	1,975	1,975	2,370
Non-Operating	2,135,380	10,063,045	345,773	9,527,979
TOTAL	\$2,398,145	\$10,364,515	\$641,699	\$9,832,546
STAFFING				
Positions	4	4	4	4
Full Time Equivalents (FTEs)	4.00	4.00	4.00	4.00

Summary of Key Funding/Service Issues

Program Diversification: Due to the demand on available funding, staff must be highly selective regarding the economic programs and projects it facilitates and supports. EDO and the industry support agencies for Film & Television, Marine, and Equine, need to maximize the impact of available

funds on strong applicants. The funding provided the Tech Prep Program will help develop the necessary curriculum for students and craftsmen who need special skills required by the workforce in the changing, high-tech film and marine industries. These industries depend on adequate infrastructure.

Definition of Programs and Services

To improve economic conditions in targeted distressed and underdeveloped areas. These programs serve as an inducement to persuade companies to locate or expand within the older, established inner-city localities situated along the coastal areas and in the Glades. The programs include Development Regions Grant Program; Glades Marketing Program; and Incubator Programs in the north, central, south and Glades areas. Primary activities include:

- ◆ manage, implement and monitor existing programs, and help formulate new economic programs;
- ◆ coordinate and process review of applications, and assist community action groups;
- ◆ provide information to program applicants; and identify other sources of funds and assistance; and
- ◆ work with community organizations such as redevelopment agencies, and utilize interlocal agreements.

Program Objectives for FY 1999

1. Award incentive grants under the Development Regions Program to 20 applicants.
2. Provide and foster increased assistance to Glades communities through economic action groups.
3. Create a minimum of 250 jobs which pay at or above the minimum wage.
4. Achieve a 2:1 private-to-local match for County dollars expended.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Incubator/not-for-profit/other recipients	\$657,520	n/a	n/a	\$75,857	\$240,000
Incubator new small business creation	34	n/a	n/a	3	32
Existing small businesses assisted	141	n/a	n/a	14	200
Incubator job creation	42	n/a	n/a	5	60
Incubator job retention	48	n/a	n/a	16	200
Awards by designated areas:					
Coastal	\$577,520	n/a	n/a	\$50,824	\$160,000
Glades	\$80,000	n/a	n/a	\$25,033	\$80,000

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$61,635	\$68,223	\$66,748	\$68,762
Operating Expenses	7,715	11,390	11,390	11,569
Capital Outlay	499	525	525	630
Non-Operating	1,005,455	910,000	240,000	690,000
TOTAL	\$1,075,299	\$990,138	\$318,663	\$770,961
STAFFING				
Positions	1	1	1	1
Full Time Equivalents (FTEs)	1.00	1.00	1.00	1.00

Summary of Key Funding/Service Issues

Targeted Areas: Funds are targeted in the following areas: six Development Regions (five coastal and one Glades); the Enterprise Zone; the Riviera Beach-Port-West Palm Beach waterfront redevelopment area; and three Incubators serving dispersed/designated areas of the County: offices are in West Palm Beach, Delray Beach, and Belle Glade. BEDR also provides incubator assistance.

From Incubation to Self Sufficiency: Staff will continue to encourage grantees in the initial development stage to seek independent financing from community institutions.



Mission

To promote a discrimination free quality of life for Palm Beach County residents through educating and advocating a policy of nondiscrimination and enforcing federal, state, and local civil rights laws.

Summary of Services/Facilities

The Office of Equal Opportunity (OEO) serves residents countywide from its Governmental Center location. The office is responsible for conducting investigations into complaints of discrimination in the areas of employment and fair housing. Additionally, OEO provides human relations training, referral services and is a federally recognized equivalent agency under the federal civil rights laws - Title VII (employment) and Title VIII

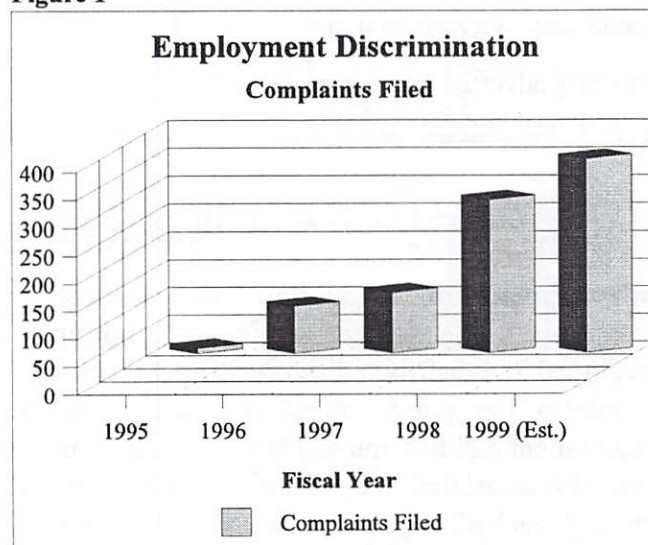
(fair housing). Through OEO, Palm Beach County residents have direct access to protection of civil rights under local, state and federal laws.

The Office of Equal Opportunity consists of three programs: Equal Employment and Fair Housing, Handicap Accessibility, and the Human Relations Camp.

Trends and Issues

Employment Discrimination Complaints Continue to Increase: The number of employment discrimination complaints filed continued to increase during FY 1997-98. This trend is consistent with OEO's projections in prior years, although the magnitude is significantly greater than anticipated. **Figure 1** illustrates the steady climb in the number of complaints filed since OEO's designation as a substantially equivalent federally recognized agency in the investigation of complaints of employment. There is every indication that this trend will continue during FY 1998-99.

Figure 1



FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$171,578	\$47,700	\$94,200	\$151,200
Fines & Forfeitures	77,962	100,000	100,000	125,000
Other	68,902	84,409	188,119	166,389
TOTAL	\$318,442	\$232,109	\$382,319	\$442,589
APPROPRIATIONS				
Personal Services	\$489,328	\$582,690	\$519,625	\$627,679
Operating Expenses	126,501	288,978	318,912	282,708
Capital Outlay	8,785	3,501	37,000	8,501
Non-Operating	-	58,563	-	163,698
TOTAL	\$624,614	\$933,732	\$875,537	\$1,082,586
STAFFING				
Positions	11	11	11	12
Full Time Equivalents (FTEs)	11.00	11.00	11.00	12.00

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Temporary satellite offices maintained	0	n/a	n/a	2	2
Community outreach activities	1	n/a	n/a	3	6
Quarterly advertisements in major and minority print media	0	n/a	n/a	6	6

Significant Changes From Prior Year

Enhancement of Education and Outreach Activities: The Office of Equal Opportunity developed and distributed informational brochures to inform the public about the various equal employment and fair housing laws. The brochures were also translated into Spanish and Creole in an effort to reach all segments of the County's diverse population. Pamphlets were also produced to educate and inform the public on the Americans with Disabilities Act accessibility guidelines.

Office Automation Systems Upgraded: OEO upgraded its capacity to conduct field and on site investigations with the acquisition of lap-top computers for use by the Compliance Investigators. A CD Rom Server was installed, which allows investigators to conduct research at their desks. The utilization of the CD Rom library, as compared to hardcover books, resulted in a substantial cost savings and also allows multiple users to access a full range of discrimination reference resources.

Definition of Program and Services

To receive, process, investigate, seek to conciliate and issue final determinations on complaints of employment discrimination, housing discrimination, or public accommodations discrimination, that are filed by residents of the County. Primary services include:

- ◆ provide intake, counseling and referral services to persons who believe they have been discriminated against in either a job-related matter, a housing opportunity, or at a food or lodging establishment;
- ◆ provide workshops and training to employers regarding the various local, state, and federal laws concerned with equal employment and fair housing opportunities;
- ◆ investigate and issue final decisions on complaints/charges of discrimination; and
- ◆ serve as a referral agency to state and federal agencies when this Office lacks jurisdiction or enforcement authority.

Program Objectives for FY 1999

1. Successfully resolve a minimum of 100 equal employment complaints.
2. Complete the investigation of a minimum of 40 fair housing complaints.
3. Provide staff continuing professional development training related to investigations of employment and fair housing discrimination complaints.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Housing Investigations:					
Complaints filed	40	32 (avg.)	31	40	40
Complaints processed	26	22 (avg.)	31	40	40
Employment Investigations:					
Complaints filed	512	n/a	n/a	100	500
Complaints processed	428	n/a	n/a	100	500

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$171,578	\$47,700	\$94,200	\$151,200
Other	-	-	100,000	56,779
TOTAL	\$171,578	\$47,700	\$194,200	\$207,979
APPROPRIATIONS				
Personal Services	\$427,683	\$519,921	\$459,225	\$564,515
Operating Expenses	99,308	225,901	273,803	209,480
Non-Operating	-	-	-	65,480
Capital Outlay	8,785	3,501	37,000	8,501
TOTAL	\$535,776	\$749,323	\$770,028	\$847,976
STAFFING				
Full Time Equivalents (FTEs)	10.00	10.00	10.00	11.00

Summary of Key Funding/Service Issues

Charge Resolution Contract With the EEOC:

The OEO's charge resolution contract with the EEOC requires the processing and resolution of employment discrimination complaints filed under Title VII of the Civil Rights Act and the Age Discrimination in Employment Act. OEO receives payment at a rate of \$500 per charge, not to exceed 100 charges. The total contract for FY 1998-99 is anticipated at \$50,000 (for charge resolutions) plus \$1,200 for one OEO representative to attend the annual EEOC sponsored training conference.

Payment Procedures Changed Under HUD Cooperative Agreement:

The contract between the County and HUD requires the OEO to process fair housing complaints as an agency whose law, or ordinance, has been determined to be substantially equivalent to the federal statute. The interim agreement, as approved by the Board of County Commissioners in FY 1996-97, covers a three year period. HUD agreed to pay OEO a total of \$100,000 per year as start-up funding to include payment for complaint resolutions, staff training, computer hardware, and software. Initially, the

contractual payments were to be paid to the County over a 12 month period, commencing with the effective date of the first contract. At the end of FY 1996-97, HUD decided to pay the first \$100,000 installment during that fiscal year in lieu of making the payments over a 12 month period. This lump sum payment resulted in unanticipated revenue being received in FY 1996-97 which would normally have been paid in FY 1997-98. HUD adjusted the contract payment schedule so that all local agencies would be on the same fiscal year payment schedule. This adjustment resulted in a FY 1997-98 contract amount of \$50,000. It is anticipated that the FY 1998-99 contractual payment will be \$100,000.

Staffing: An additional Compliance Investigator has been added to investigate and process complaints of employment and housing discrimination within the time limits established by the applicable County Ordinances and federal statutes. This new position will be funded entirely from revenue generated from the federal charge resolution contracts with EEOC and HUD.

Definition of Program and Services

To coordinate and monitor the Handicap Accessibility Section Awareness Grant Program. Primary services include:

- ◆ promote and protect the rights of disabled persons through referrals, surveys, and responses to action center requests; and
- ◆ disseminate information to increase the awareness of physical, attitudinal, programmatic and service barriers in Palm Beach County.

Program Objectives for FY 1999

1. Conduct site visits within 10 days of citizens' complaints.
2. Issue a written report within 5 days after each site visit.
3. Set up display booths at 8 public events to disseminate information to approximately 10,000 people.
4. Produce an informational video on the Disabled Parking law.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
HAS grants to non-profit agencies	8	+14%	9	8	8
Citizen complaints handled	330	+216%	227	300	300
Accessibility site visits	n/a	n/a	n/a	n/a	50
ADA Training Workshops conducted	n/a	n/a	n/a	n/a	50
Events with display booth	10	n/a	n/a	8	8

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Fines & Forfeitures	\$77,962	\$100,000	\$100,000	\$125,000
Other	55,742	51,601	55,311	67,051
TOTAL	\$133,704	\$151,601	\$155,311	\$192,051
APPROPRIATIONS				
Personal Services	\$61,645	\$62,769	\$60,400	\$63,164
Operating Expenses	19,267	36,122	30,860	36,002
Capital Outlay	556	-	-	-
Non-Operating	-	52,710	-	92,885
TOTAL	\$81,468	\$151,601	\$91,260	\$192,051
STAFFING				
Full Time Equivalents (FTEs)	1.00	1.00	1.00	1.00

Summary of Key Funding/Service Issues

Expansion of Handicap Parking Enforcement Activities: During FY 1997-98 the Sheriff's Department added 20 new persons to its volunteer enforcement force. It is projected that the increased number of volunteers, coupled with an aggressive enforcement of the Disabled Parking laws, will result in increased revenue collections from

Handicap Parking citations. Although this expanded enforcement program is too new to develop accurate projections of revenue, it is projected that adequate revenue will be produced to provide for all budgeted program expenditures for the foreseeable future.

Definition of Program and Services

To promote interracial and intercultural understanding among students attending Palm Beach County Schools. Primary services include:

- ◆ provide training in human relations, leadership and communication skills.

Program Objectives for FY 1999

1. Conduct six training sessions to increase interracial and intercultural understanding among Palm Beach County's diverse student population.
2. Obtain a rating of "good" or better by 90% of attendees.

PERFORMANCE MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
HR camps held - high school	1	2 (avg.)	n/a	2	3
HR camps held - elem./middle school	4	n/a	n/a	4	6

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other	\$13,160	\$32,808	\$32,808	\$42,559
TOTAL	\$13,160	\$32,808	\$32,808	\$42,559
APPROPRIATIONS				
Operating Expenses	\$7,370	\$26,955	\$14,249	\$37,226
Non-Operating	-	5,853	-	5,333
TOTAL	\$7,370	\$32,808	\$14,249	\$42,559

Summary of Key Funding/Service Issues

Increased Community Support for the Human Relations Camp: In FY 1997-98 the Human Relations Camp program was the recipient of increased financial support from community sources. The United Way of Palm Beach County and the Urban League co-sponsored a "Unity Luncheon" which benefited the Human Relations Camp program. Donations in excess of \$10,000 were presented from the United Way, private community benefactors, and an anonymous donor. Additionally, a matching pledge was made by the Community Foundation of Palm Beach and Martin

Counties for FY 1998-99. IBM Corporation, the corporate sponsor of the Unity Luncheon, donated the net proceeds from the luncheon. Indications are that the Unity Luncheon will become an annual fund raising event to support the Human Relations Camp program. Additional grant funding sources, as well as other types of fund raising activities, will continue to be pursued in order to develop a diverse base of revenue for the Camp's activities and programs.

Mission

The mission of the Palm Beach County Small/Minority/Women Business Assistance Program is to assist small/minority businesses by serving as a clearinghouse for business information and referral services; by providing technical assistance and training opportunities through a network of business resource partners; by monitoring, reviewing and evaluating local conditions affecting small/minority businesses, and making recommendations to promote an environment which encourages the growth and development of small businesses in the procurement of goods and services for Palm Beach County government.

Summary of Services/Facilities

The Office of Small Business Assistance serves as an advocate for small businesses in Palm Beach County. It consists of both the M/WBE and Small Business Programs. The Small Business Program: (1) conducts needs assessment surveys; (2) gathers, inventories, and catalogs information on all resources currently available for the development of small businesses; (3) provides vendors with a comprehensive list of resources to facilitate access to all forms, license applications, regulatory guidelines, fee information, applicable examinations and/or information necessary to start a business in Palm Beach County; and (4) identifies and recommend ways to meet the needs of and promote

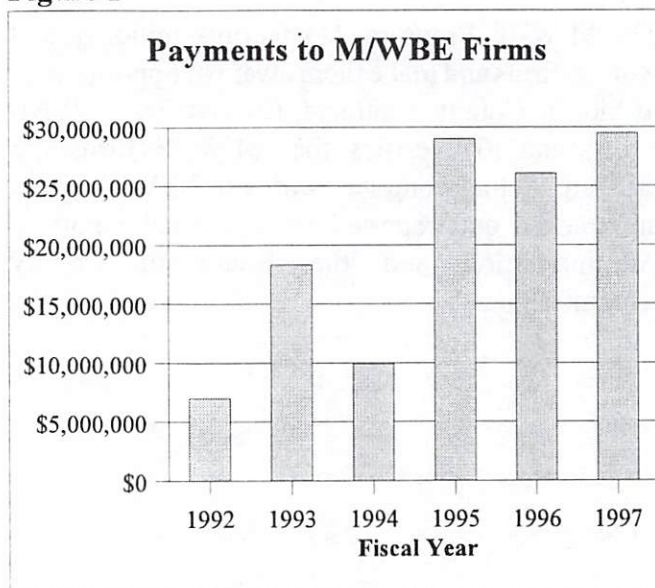
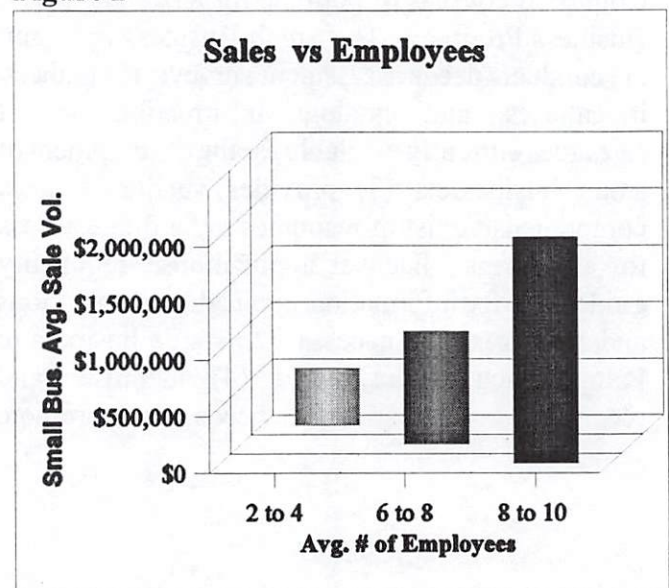
the development of small business in Palm Beach County.

The M/WBE Program: (1) recruits minority and women firms and make them aware of opportunities to bid on County contracts; (2) certifies M/WBE firms; and (3) verifies that M/WBE firms are utilized. Actual contract awards to M/WBE firms are tracked and reported in an annual report to Administration and the Board of County Commissioners.

Trends and Issue

Substantial M/WBE Participation in County Business: Figure 1 shows the annual expenditures for all procurement activities with minority and women owned firms since FY 1991-92. The dollar volume of M/WBE participation has substantially increased during the 6 years the program has been in operation.

High Percentage of Employment Generated by Palm Beach County Small Businesses: Palm Beach County consists of 44,650 small businesses with a workforce of 391,389, representing 94 % of employment in Palm Beach County. Figure 2 shows small businesses with average sales of \$1.8 million employ 1-9 employees. Small businesses served by this office have average sales of \$1.0 million and employ 10 or less persons.

Figure 1**Figure 2**

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other	\$6,551	\$12,600	\$7,500	\$7,875
TOTAL	\$6,551	\$12,600	\$7,500	\$7,875
APPROPRIATIONS				
Personal Services	\$286,505	\$370,139	\$358,239	\$396,888
Operating Expenses	105,058	191,485	137,285	210,497
Capital Outlay	2,848	9,360	9,360	15,672
TOTAL	\$394,411	\$570,984	\$504,884	\$623,057
STAFFING:				
Office of Small Business Assistance	7	8	8	8
Full Time Equivalents (FTEs)	7.00	8.00	8.00	8.00

Significant Changes From Prior Year

Small Business Program Created: A Small Business Program, race and gender neutral, to assist all small businesses in Palm Beach County has been created.

The Palm Beach County Small Business Program requires a small business to be licensed and located in Palm Beach County, generally consist of not

more than ten employees, and have gross business receipts not exceeding an average of \$7 million over a three year period. Size standards are for the purpose of focusing limited program resources on typical small businesses based in Palm Beach County. However, these guidelines may be waived when it is in the best interest of Palm Beach County.

Definition of Program and Services

The clients of the office are small/minority/women business owners seeking to do business with the County. Primary services include:

- ◆ operating as a clearinghouse of business information and referral services to small businesses;
- ◆ identifying and recruiting minority and women owned businesses;
- ◆ certifying firms as minority or women owned;
- ◆ identifying bid opportunities;
- ◆ establishing M/WBE participation goals, bids and projects;
- ◆ educating small business firms on how to bid and respond to requests for proposals;
- ◆ monitoring the utilization of M/WBE firms by the County; and
- ◆ reporting M/WBE participation levels to the Board of County Commissioners.

Program Objectives for FY 1999

1. Make referrals of 64 small business firms.
2. Award 14.8% of construction contracts to M/WBE firms.
3. Expend 7.12% of procurement contract funds with M/WBE firms.
4. Expend 11.1% of professional service contract funds with M/WBE firms.
5. Distribute quarterly newsletter to 3,000 recipients.
6. Conduct a minimum of 18 M/WBE participation audits on professional service contracts.
7. Conduct a minimum of 18 M/WBE participation audits on construction contracts.

PERFORMANCE MEASURES	1996-97 Actual	Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Number of referrals	n/a	n/a	n/a	n/a	64
Value and % of M/WBE awards for construction projects	\$11.81 m 14.88 %	n/a n/a	n/a n/a	\$14.78m 14.80%	\$14.78m 14.80%
Value and % of M/WBE awards for procurement contracts	\$4.96 m 7.40%	n/a n/a	n/a n/a	\$5.39m 7.12%	\$5.39m 7.12%
Value and % of M/WBE awards for professional service contracts	\$6.06 m 9.00%	n/a n/a	n/a n/a	\$4.69m 11.10%	\$4.69m 11.10%
Newsletter recipients	0	n/a	n/a	3,000	3,000
Professional service audits	n/a	n/a	n/a	18	18
Construction audits	3	n/a	n/a	18	18

Summary of Key Funding/Service Issues

Small Business Assistance Office Created: In order to accommodate the creation of a small business assistance program, staff of the Office of Financial Management & Budget (OFMB) worked with the M/WBE staff to recommend an organizational structure. The objective was to utilize existing M/WBE office staff and existing budgetary resources to implement the reorganization without increasing the budget.

The OFMB management study confirmed that by reclassifying existing vacant positions and by using accumulated salary residuals from their vacancies,

that an Office of Small/Minority/Women Business Assistance could be created.

The financial analysis contained in the management study indicates there are funds available to fill vacant or proposed positions.

Since vacant positions existed and salary balances were available to reprogram into reorganizing the existing M/WBE Office without increasing the cost to the County, staff recommended that the BCC approve the creation of the Office of Small Business Assistance.



FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other	\$117,093	\$125,334	\$122,064	\$133,752
TOTAL	\$117,093	\$125,334	\$122,064	\$133,752
APPROPRIATIONS				
Personal Services	\$98,354	\$102,782	\$100,037	\$105,526
Operating Expenses	18,739	22,552	22,027	28,226
TOTAL	\$117,093	\$125,334	\$122,064	\$133,752
STAFFING				
Full Time Equivalents (FTEs)	2.00	2.00	2.00	2.00

The Housing Finance Authority assists individuals in home ownership through the sale of tax free revenue bonds, and makes low interest mortgage monies available for single-family projects situated in Palm Beach County.

Palm Beach County is reimbursed by the Housing Finance Authority for all expenditures related to the program.



FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$76,844	\$100,000	\$75,474	\$80,000
Fines & Forfeitures	706,577	197,000	551,000	190,000
Other	1,050,654	1,276,562	1,509,725	1,148,731
TOTAL	\$1,834,075	\$1,573,562	\$2,136,199	\$1,418,731
APPROPRIATIONS				
Personal Services	\$165,798	\$195,000	\$125,000	\$185,000
Operating Expenses	7,596,485	9,254,050	8,663,165	13,019,008
Capital Outlay	-	1,000	-	1,000
Non-Operating	(12,094,089)	22,444,952	(11,160,184)	27,715,234
TOTAL	(\$4,331,806)	\$31,895,002	(\$2,372,019)	\$40,920,242

Included in this category are County operating expenditures not assigned to specific departments. These include:

- General Government Expenses
- Non-Departmental Specific Reserves
- Redevelopment Agencies
- Drug Abuse Trust Fund
- Pollution Recovery Trust Fund
- Value Adjustment Board
- Other Non-Departmental Expenses

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Personal Services	\$106,505	\$125,000	\$75,000	\$125,000
Operating Expenses	3,872,562	4,674,080	4,502,229	8,068,187
Capital Outlay	-	1,000	-	1,000
Non-Operating	(12,435,528)	(13,974,487)	(13,228,301)	(12,823,068)
TOTAL	(\$8,456,461)	(\$9,174,407)	(\$8,651,072)	(\$4,628,881)

This budget provides for certain administrative expenses of the County. Costs for FY 1998-99 in this budget are as follows:

Waste Disposal	\$ 364,000
Information System Services (ISS)-Enterprise	3,371,769
Unemployment Compensation	125,000
Audit Services	520,000
Utilities/Electric	2,300,000
Utilities/Water	300,000
Property Assessments	110,000
Filing Fees	100,000
Repair/Maintain Data Processing Equipment	170,000
Advertising	70,000
Treasure Coast Planning Council	331,253
Moving Expense - County Property	100,000
Other Contractual Services	150,000
Other	182,165
Charge-Offs	(12,823,068)
Total	<u>(\$ 4,628,881)</u>

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Non-Operating	-	\$34,897,324	\$1,000,000	\$39,148,418
TOTAL	-	\$34,897,324	\$1,000,000	\$39,148,418

Included in this category are various operating reserves that are not related to any specific department. Following is a listing of these reserves and the amounts budgeted for FY 1998-99.

	<u>1997-98 Budget</u>	<u>1998-99 Budget</u>
General Fund -		
Reserve for Contingency	\$ 6,000,000	\$ 6,000,000
Reserve for Disaster Funds	200,000	200,000
Reserve for Balance Brought Forward	13,771,424	26,717,691
Reserve for Insurance Claims	100,000	100,000
Pollution Recovery Trust Fund	1,327,577	1,149,761
Fine & Forfeiture Fund -		
Reserve for Contingency	250,000	- (1)
Reserve for Balance Brought Forward	10,249,030	- (1)
Mass Transportation Trust Fund	29,827	- (2)
Bond Waiver Fund	190,144	211,360
Intergovernmental Radio Communication Fund	<u>2,779,322</u>	<u>4,769,606</u>
Total	<u>\$34,897,324</u>	<u>\$39,148,418</u>

(1) The Fine & Forfeiture Fund (102) has been closed and combined with the General Fund for Fiscal Year 1998-99.

(2) The Mass Transportation Trust Fund (107) was closed and transferred to Transportation Authority (581) for fiscal year 1998-99.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Operating Expenses	\$1,953,595	\$2,639,000	\$2,583,435	\$3,191,601
TOTAL	\$1,953,595	\$2,639,000	\$2,583,435	\$3,191,601

Upon adoption of a Community Redevelopment Plan, pursuant to chapter 163.387, Florida Statutes, the real property assessment level within the boundaries of the district is frozen for all taxing entities except the School Board, Health Care Taxing District, and Children's Services Council. Beginning with the next tax year, all taxing entities within the boundaries are required to appropriate an amount equal to the difference between taxes generated upon the total assessed value and the taxes on the frozen "Base Year" assessed value. Funds are to be used by the agency for community redevelopment.

The following amounts are budgeted for FY 1998-99:

Boca Raton Redevelopment Agency	\$ 847,866
Boynton Beach Redevelopment Agency	83,726
Delray Beach Redevelopment Agency	568,886
Riviera Beach Redevelopment Agency	44,797
West Palm Beach Redevelopment Agency	1,276,558
Westgate/Belvedere Homes Redevelopment Agency	315,482
Lake Worth CRA	24,788
Northwood/Pleasant City CRA	<u>29,498</u>
Total	<u>\$3,191,601</u>

The amount budgeted for the Westgate/Belvedere CRA includes a \$134,000 principal repayment on the bond guaranteed by the County. In addition to the above amount paid from the General Fund, Fire-Rescue has budgeted \$104,000 for the Westgate/Belvedere Homes Redevelopment Agency.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Fines & Forfeitures	\$122,561	\$90,000	\$90,000	\$90,000
Other	34,970	48,985	50,985	98,970
TOTAL	\$157,531	\$138,985	\$140,985	\$188,970
APPROPRIATIONS				
Non-Operating	\$75,000	\$138,985	\$140,985	\$188,970
TOTAL	\$75,000	\$138,985	\$140,985	\$188,970

For any fine imposed by law for any criminal offense, Florida Statutes Chapter 893.16 authorizes the courts to impose an additional fine in an amount up to the fine authorized for the offense. This additional fine is required to be used for the purpose of providing assistance grants to drug abuse treatment or education programs.

The Palm Beach County Drug Abuse Trust Fund was established on March 7, 1989 by resolution R-89-404 for the purpose of receiving these fines and disbursing assistance grants. Administrative responsibility for the fund was transferred to the Criminal Justice Commission on March 3, 1992.

Since May 4, 1993, the Board of County Commissioners has been committed to use these funds toward the treatment component of the Civil Drug Court and Criminal Pretrial Intervention Program.

Through the Criminal Justice Commission, the State Attorney has committed to assessing \$50 for misdemeanors and \$100 for felonies in plea agreements, which will be split between the Cost of Prosecution and the Drug Trust Funds.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Fines & Forfeitures	\$571,836	\$100,000	\$450,000	\$100,000
Other	1,015,684	1,227,577	1,458,740	1,049,761
TOTAL	\$1,587,520	\$1,327,577	\$1,908,740	\$1,149,761
APPROPRIATIONS				
Operating Expenses	-	-	\$20,000	-
Non-Operating	\$203,792	\$1,327,577	888,979	\$1,149,761
TOTAL	\$203,792	\$1,327,577	\$908,979	\$1,149,761

The Pollution Recovery Trust Fund was created to collect fines and penalties levied for violations of environmental laws. Appropriations from this fund are designated for the enhancement of the environmental resources and pollution control activities of Palm Beach County and not for general operations and maintenance.

Projects may be proposed by either the Department of Environmental Resources or the Palm Beach County Public Health Unit. Disbursement from the fund is by concurrence of both departments and authorized by resolution of the Board of County Commissioners.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$76,844	\$100,000	\$75,474	\$80,000
TOTAL	\$76,844	\$100,000	\$75,474	\$80,000
APPROPRIATIONS				
Personal Services	\$59,293	\$70,000	\$50,000	\$60,000
Operating Expenses	78,906	117,970	79,600	102,220
TOTAL	\$138,199	\$187,970	\$129,600	\$162,220

The Value Adjustment Board is a quasi-judicial body composed of the County Commission and School Board. The Value Adjustment Board hears appeals from property owners concerning the valuation (for tax purposes) of their property. They may appoint Special Masters to hear petitions in their behalf and then review and approve these decisions. Funding is prorated at 60% from the County and 40% from the School Board. Partial expenses are covered by a Filing Fee of \$15.00 per petition, less a refund to those who prevail.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Fines & Forfeitures	\$12,180	\$7,000	\$11,000	-
TOTAL	\$12,180	\$7,000	\$11,000	-
APPROPRIATIONS				
Operating Expenses	\$1,691,422	\$1,823,000	\$1,477,901	\$1,657,000
Non-Operating	62,647	55,553	38,153	51,153
TOTAL	\$1,754,069	\$1,878,553	\$1,516,054	\$1,708,153

Included in this category are various non-departmental operating appropriations made during the past two years and/or to be made in FY 1998-99. Following is a listing of these operations and, where applicable, the budgeted appropriations for FY 1998-99.

County Fire Control	\$16,153
Handicapped Parking Enforcement Administration	10,000
Collection Services	7,000
Other Court Costs	1,650,000
Community Consensus Building Events	<u>25,000</u>
Total	<u>\$1,708,153</u>

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Grants and Aids	\$23,231,430	\$23,295,847	\$23,448,883	\$23,685,455
TOTAL	\$23,231,430	\$23,295,847	\$23,448,883	\$23,685,455

Included in this category are amounts budgeted for the following non-departmental boards and agencies:

- Financially Assisted Agencies
- County Sponsored Programs
- Health Care District
- Public Health Unit
- Other Programs

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Grants and Aids	\$5,569,022	\$5,639,575	\$5,642,661	\$5,803,538
TOTAL	\$5,569,022	\$5,639,575	\$5,642,661	\$5,803,538

Palm Beach County, through its various departments and divisions, provides a wide variety of human support services. However, the County recognizes it cannot provide all of the services desired by its citizens and must rely on other community based not-for-profit agencies to maintain a well developed and comprehensive human service delivery system.

In order to meet the considerable demand for human, social and cultural services, the County has entered into formal agreements with many community service providers. These agreements outline the services to be provided by the agency and the financial support allocated to these efforts by the Board of County Commissioners.

In this manner, Palm Beach County can strengthen the existing social service delivery system by integrating its public tax revenues with other sources of income. This infusion of County tax dollars to many human/social service agencies also enables the citizens of the County to have access to more services than could be provided directly the Board of County Commissioners.

The allocation of financial assistance is based on the availability of funds and agencies requesting funding are prioritized as noted below. Agencies must meet County funding eligibility criteria.

Priority Group I - Direct consumer services provided by an agency that has requested financial assistance to meet Federal/State local match requirements, and for which the County has a legal obligation to participate with the agency in the acquisition of the match.

Priority Group II - Direct consumer services and/or services relevant to the planning and evaluation of social service systems provided by an agency that has requested financial assistance to meet operating expenditures. In this category, the County has no legal obligation to provide funds for operations, or participate in the acquisition of local match, but finds it in the best interest of its citizens to consider an allocation of financial support.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Grants and Aids	\$442,977	\$479,400	\$479,400	\$512,000
TOTAL	\$442,977	\$479,400	\$479,400	\$512,000

Included in this category are various Boards and Agencies to which the County has elected to be the program sponsor and provides funding for specific activities within the program. Program funding includes:

- **School Board of Palm Beach County - Title XX Day Care Match** \$200,000
 Local match for state and federal funds that are distributed to child day care centers throughout the County, providing day care for children of low income families.
- **Mae Volen Senior Center** \$ 154,000
 Provides community care and transportation programs, adult education classes and other supportive services to improve the quality of life and prevent the premature institutionalization of senior citizens residing south of Hypoluxo Road.
- **Health & Human Services Planning Association, Inc.** \$ 55,000
 Maintains a funding and planning database of all service providers within the County, provides technical assistance to increase funding and provides support for community efforts to address health and human service issues.
- **HIV Prevention Plan** \$103,000
 Provides in-depth comprehensive counseling for recalcitrant HIV positive clients tested by the Palm Beach County Public Health Unit and necessary punitive actions for repeat offenders.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Grants and Aids	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000
TOTAL	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000

Funding to the Health Care Taxing District is provided to manage the County Home and Health Care Facility and to contribute toward Medicaid Match requirements.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Grants and Aids	\$1,531,621	\$1,526,722	\$1,526,722	\$1,569,767
TOTAL	\$1,531,621	\$1,526,722	\$1,526,722	\$1,569,767

Funding is provided the Palm Beach County Public Health Unit for environmental services and the County's Right-To-Know Law regarding toxic substances.

Environmental services include inspection and licensing in the following program areas:

- Water Services - Public Swimming and Bathing Facilities, Public Drinking Systems, and Private Water Wells
- Sewage & Waste Services - Private Septic Tanks, Sewage Treatment Plants, Landfills, and Biomedical Waste Handling
- Community Hygiene - Occupational Health, Lead Monitoring, Sanitary Nuisances, Tanning Facilities, Air Pollution, Radon Testing and Illegal or Accidental Hazardous Spill Investigations
- Facilities - Group Care, Migrant Labor Camps and Migrant Residential Housing, Adult Entertainment Establishments, Mobile Home Parks, and Recreational Vehicle Parks
- Vector Control - Rabies Surveillance and Control Services, Mosquito/Encephalitis Monitoring, and Rodent and Arthropod Investigations
- Food Hygiene - Food Service Inspections

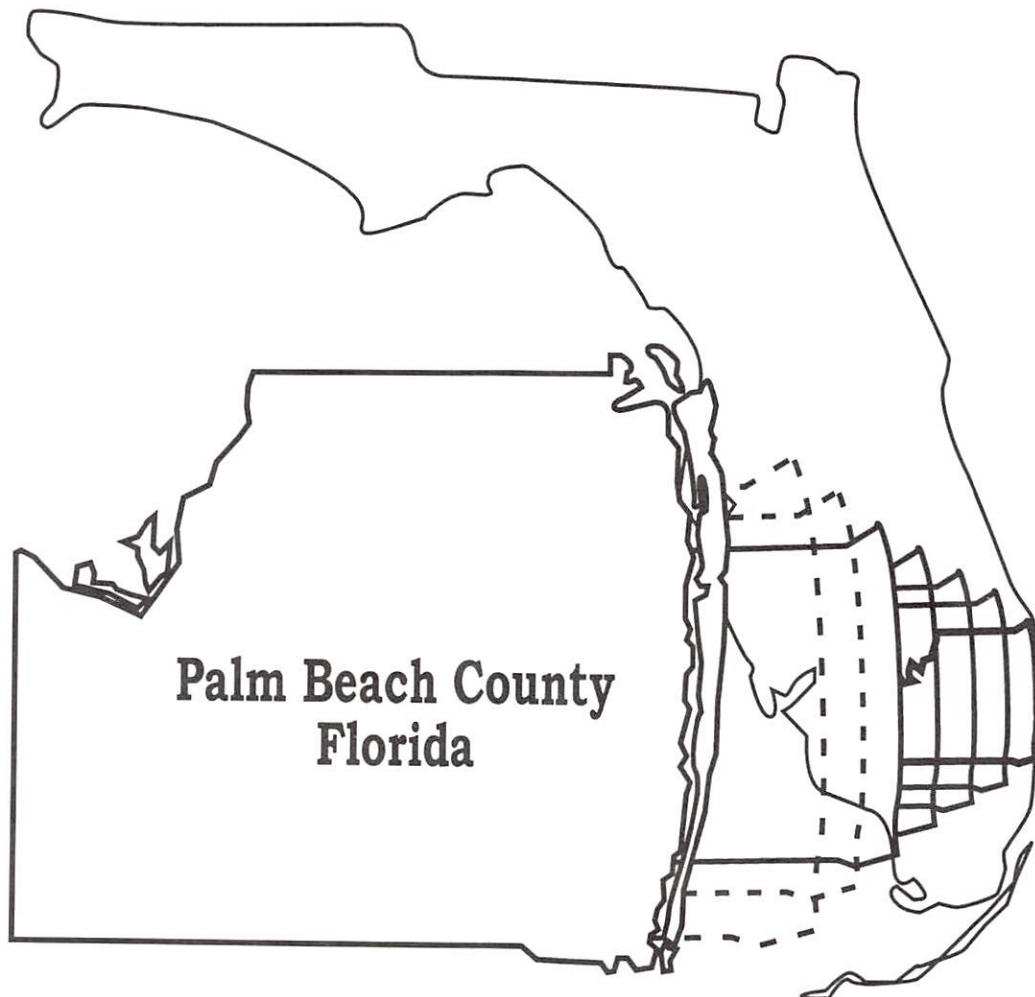
Right-to-Know services include providing public awareness regarding toxic substances and informing County residents about the potential health hazards from exposure to these substances.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Grants and Aids	\$687,810	\$650,150	\$800,100	\$800,150
TOTAL	\$687,810	\$650,150	\$800,100	\$800,150

Included in this category are various Boards and agencies to which the County has provided funding during the past two years and/or will provide funding in FY 1998-99. Following is a listing of these Agencies and the amount of support budgeted for FY 1998-99.

PBC Development Board	\$800,000
Municipal League	<u>150</u>
Total	<u>\$800,150</u>

Constitutional Officers



Constitutional Officers

Clerk

Judicial

Fifteenth Judicial Circuit Court

Public Defender

State Attorney

Property
Appraiser

Sheriff

Supervisor
of Elections

Tax Collector

3,792 Positions

Constitutional Officers

1. The President of the United States

2. The Vice President of the United States

3. The Speaker of the House of Representatives

4. The President of the Senate

5. The Chief Justice of the United States

6. The Secretary of the Senate

7. The Secretary of the House of Representatives

8. The Clerk of the House of Representatives

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$3,898,604	\$3,600,000	\$3,800,000	\$3,900,000
Other	1,073,859	1,000,000	1,000,000	1,000,000
TOTAL	\$4,972,463	\$4,600,000	\$4,800,000	\$4,900,000
APPROPRIATIONS				
Non-Operating	\$27,737,962	\$29,416,733	\$27,957,251	\$26,411,179
TOTAL	\$27,737,962	\$29,416,733	\$27,957,251	\$26,411,179
STAFFING				
Positions	391	395	391	386
Full Time Equivalents (FTEs)	391.00	395.00	391.00	386.00

Description

The Clerk of the Circuit Court serves as Clerk of the Courts and Clerk to the Board of County Commissioners, Auditor, Recorder, and Custodian of all County funds.

The Clerk, as Clerk of the Circuit Court, serves the court in a ministerial capacity, keeps the court's records and seal, issues process, enters judgements and orders, issues certified copies from the records, and performs other similar duties. The Clerk also provides non-judicial services such as marriage licenses and passport application processing.

The Clerk, as Clerk to the Board of County Commissioners, Auditor, Recorder, and Custodian of all County funds, pre-audits disbursements of County funds to provide reasonable assurance that County procedures are met, that the approved budget is not overspent, and that the expenditure is for a legal purpose.

To fulfill the role of Custodian and Treasurer of County funds, the Clerk, through the Finance Division, receives, deposits, and accounts for all monies, and invests surpluses in accordance with the County Commission's Investment Ordinance. The Board's Comprehensive Annual Financial

Report (CAFR) is prepared by the Finance Division in accordance with Florida Statutes and generally accepted accounting principles. The Finance Division also provides support and training to County Departments in the use of the Local Government Financial System (LGFS) and the reports produced by the system.

The budget of the Clerk is divided into two distinct parts, the "County-supported" side and the "fee-supported" side. On the County-supported side, the Board of County Commissioners is responsible for directly funding the operating expenses of the County Court, the Finance Department, a pro-rata share of the Clerk's Administrative Support functions, and other expenses as required by law. On the fee-supported side, the Clerk collects fees for services allowable by Florida Statutes. These fees are used primarily to support the operations of the Circuit Court.

For FY 1999, the County-supported side of the Clerk's budget totals \$26,411,179 and will provide funding for 386 positions. The fee-supported side totals \$14,353,597 and provides funding for 327 positions. Only the County-supported portion of the budget is presented in the Budget Document.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Non-Operating	\$8,256,647	\$8,597,823	\$8,597,823	\$9,027,714
TOTAL	\$8,256,647	\$8,597,823	\$8,597,823	\$9,027,714
STAFFING				
Full Time Equivalents (FTEs)	272.00	272.00	272.00	267.00

WORKLOAD MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Case filings:					
Felony	15,062	n/a	n/a	13,475	16,464
Traffic	269,423	n/a	n/a	286,398	276,602
Misdemeanor	26,703	n/a	n/a	40,325	27,476
County Civil	28,742	n/a	n/a	23,054	29,514

Description

The Clerk of the Courts provides support services for the courts system of the 15th Judicial Circuit. These services are organized under twelve divisions: Circuit Court Criminal, County Court Civil, County Court Criminal, four branch offices, Night Staff, Domestic Violence, Jury Payroll, Administrative Support, and Other Clerk Expenses.

The Criminal Division of the Circuit Court processes and manages felony cases filed as a result of an arrest, information filed by the State Attorney, or Grand Jury indictment. Felony offenses include homicide, sexual offenses, robbery, burglary, drugs, fraud, arson, and forgery.

The County Court Criminal Division processes and maintains transactions for parking tickets, traffic

infractions, traffic crimes, County and municipal ordinances, and misdemeanors. Court costs are collected and distributed to the County and fines are collected and distributed to municipalities, the County and the State.

The Civil Division has jurisdiction of claims up to and including \$15,000, and operates under two distinct rules of procedure - Small Claims and Civil Rules.

Records and evidence pertaining to court cases are maintained by the Clerk of the Court. Courtroom clerks attend court sessions to record arraignment, hearing, and trial action. Case progress is recorded in an automated system and notices, warrants, and capias are issued by this Office.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
APPROPRIATIONS				
Non-Operating	\$4,822,957	\$4,763,108	\$4,763,108	\$5,001,263
TOTAL	\$4,822,957	\$4,763,108	\$4,763,108	\$5,001,263
STAFFING				
Full Time Equivalents (FTEs)	100.00	101.00	100.00	100.00

WORKLOAD MEASURES	1996-97 Actual	5 Year Trend	Benchmark Comparison	1997-98 Budget	1998-99 Target
Wire transfers processed	486	n/a	n/a	576	588
Security transactions	827	n/a	n/a	685	760
Invoices processed	188,490	n/a	n/a	190,000	192,600
Checks/money orders processed	22,953	n/a	n/a	22,250	23,100
Staffed meetings	86	n/a	n/a	106	119

Description

Reporting to the Clerk of the Circuit Court, the County's Finance Department serves as Clerk of the Board, County Treasurer, and Accountant. The Finance Department records and accounts for the County's funds, pre-audits and issues disbursements, maintains the central financial information system,

produces and publishes daily financial information, and prepares the Comprehensive Annual Financial Report (CAFR). The official records and minutes of the Board are in the custody of the Clerk and are maintained by the Minutes Section.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$3,898,604	\$3,600,000	\$3,800,000	\$3,900,000
Other	1,073,859	1,000,000	1,000,000	1,000,000
TOTAL	\$4,972,463	\$4,600,000	\$4,800,000	\$4,900,000
APPROPRIATIONS				
Non-Operating	\$14,658,358	\$16,055,802	\$14,596,320	\$12,382,202
TOTAL	\$14,658,358	\$16,055,802	\$14,596,320	\$12,382,202
STAFFING				
Full Time Equivalents (FTEs)	19.00	22.00	19.00	19.00

Description

The Clerk's Administrative Support Division includes Administration, Accounting, Human Resources, Mail Room, and Automation Services. These units provide for the administrative function of the Clerk's Office, staff recruitment and assessment, training, benefits, administration, facilities planning, systems analysis and design, legal counsel, and fiduciary services to all the Clerk's divisions. This budget also provides for the

microfilming and public viewing of the official records.

Additionally, this budget also includes the pro-rata share of administrative personnel costs for the functions funded by the Board of County Commissioners, certain data processing costs, operating expenses, and capital outlay items.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$25,347	\$22,058	\$24,000	\$24,000
Grants	345,681	677,112	650,580	439,114
User Fees/Charges	1,013,367	1,068,309	1,116,317	1,180,959
Fines & Forfeitures	825,303	830,200	783,200	824,000
Inter-Departmental Charges	170,578	160,000	160,000	166,400
Other	769,134	508,399	516,423	462,955
TOTAL	\$3,149,410	\$3,266,078	\$3,250,520	\$3,097,428
APPROPRIATIONS				
Personal Services	\$4,779,794	\$5,092,625	\$4,979,497	\$5,501,026
Operating Expenses	9,087,278	9,599,301	9,237,645	10,409,474
Capital Outlay	565,185	517,779	424,557	514,004
Debt Service	25,772	15,802	49,005	49,006
Grants and Aids	298,232	430,500	425,000	430,500
Non-Operating	-	189,784	193,495	13,614
TOTAL	\$14,756,261	\$15,845,791	\$15,309,199	\$16,917,624
STAFFING				
Positions	123	121	125	130
Full Time Equivalents (FTEs)	113.75	111.75	118.25	123.25

Description

Palm Beach County is served by the Fifteenth Judicial Circuit of Florida under the direction of the Chief Judge and the Court Administrator. It is one of twenty judicial circuits in the State. The circuit is comprised of two levels of court: Circuit Court and County Court.

Each of the twenty judicial circuits in Florida has a Court Administrator and a support staff to assist the Chief Judge/Judges in administrative functions including personnel, finance, court programs, data processing, jury, intergovernmental relations, and acting as staff for judicial committees.

The Circuit Court handles civil cases with a value over \$15,000, criminal felonies, juvenile, probate, and County Court appeals. A total of 31 judges serve in the Circuit Court. The court calendar consists of time-consuming and often complicated jury and non-jury trials, as well as other hearings.

The County Court handles civil cases with a value under \$15,000, criminal misdemeanors, and traffic cases. A total of 17 judges serve in the County Court. The judges preside over high volume, short duration cases which fall under their jurisdiction.

The Public Defender's Office provides criminal defense litigation at the trial and appellate levels involving juvenile, misdemeanor, felony, and capital felony offenses for persons who have been determined indigent by the courts as prescribed in Florida Statute 27.52.

The State Attorney serves Florida's 15th Judicial Circuit as the chief prosecuting officer for all criminal cases. In addition, the State Attorney's Office handles all bond issues, juvenile matters, child support enforcement, and advises the Grand Jury.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$25,347	\$22,058	\$24,000	\$24,000
Grants	345,681	677,112	650,580	439,114
User Fees/Charges	1,013,367	1,068,309	1,116,317	1,180,959
Fines & Forfeitures	-	47,000	-	-
Inter-Departmental Charges	170,578	160,000	160,000	166,400
Other	772,930	508,399	516,423	462,955
TOTAL	\$2,327,903	\$2,482,878	\$2,467,320	\$2,273,428
APPROPRIATIONS				
Personal Services	\$4,779,794	\$5,092,625	\$4,979,497	\$5,501,026
Operating Expenses	7,096,218	7,368,016	7,064,814	7,928,995
Capital Outlay	346,317	370,272	292,328	246,500
Grants and Aids	123,232	130,500	125,000	130,500
Non-Operating	-	189,784	193,495	13,614
TOTAL	\$12,345,561	\$13,151,197	\$12,655,134	\$13,820,635
STAFFING				
Positions	123	121	125	130
Full Time Equivalents (FTEs)	113.75	111.75	118.25	123.25

Description

The Fifteenth Judicial Circuit encompasses the entire area of Palm Beach County and operates out of the main courthouse in downtown West Palm Beach, with annexes in north and south county, Belle Glade, and the Criminal Justice Complex on Gun Club Road. It operates under the direction of the Chief Judge and Court Administrator pursuant to the State Constitution and Florida Rules of Court, specifically Rule 2.010 and 2.050. Palm Beach County provides funding for the circuit's facilities, some personnel services, and operating expenses as mandated by Florida Statute 43.28.

The Fifteenth Judicial Circuit Court is comprised of five Circuit Court Divisions and two County Court Divisions pursuant to Local Rule #1, 1994. The Circuit Court Divisions are general jurisdiction courts with 31 presiding Circuit judges. The County Court Divisions are courts of limited jurisdiction with 17 presiding County judges. The number of

judges in both divisions is based on the population of the judicial circuit and certified by the Supreme Court.

The Fifteenth Judicial Circuit Court consists of five distinct program areas: Trial Court Administration, Probate Court, Civil Court, Family Court, and Criminal Court. Trial Court Administration oversees all judicial and non-judicial matters arising within the Circuit Court. The Probate Court governs procedures in guardianship and all probate matters. The Civil Court handles all actions of a civil nature and are governed by the Florida Rules of Civil Procedure. The Family Court oversees the adjudication of all domestic matters including divorce, child custody, support, and visitation as well as juvenile dependency and delinquency. The Criminal Court presides over all misdemeanor and felony cases.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other	\$302	-	-	-
TOTAL	\$302	-	-	-
APPROPRIATIONS				
Operating Expenses	\$1,043,527	\$1,198,101	\$1,172,851	\$1,318,300
Capital Outlay	101,790	85,004	85,004	180,004
Grants and Aids	175,000	300,000	300,000	300,000
TOTAL	\$1,320,317	\$1,583,105	\$1,557,855	\$1,798,304

Description

The Criminal Justice System is dependent upon the quality of the legal services provided by the Public Defender to all indigents charged with criminal offenses. The Office of the Public Defender serves the court complexes in Belle Glade, Delray Beach, Palm Beach Gardens, downtown West Palm Beach,

and the Gun Club Road Complex in West Palm Beach. In addition, this Office is assigned to handle all Public Defender appeals in the Fourth District Court of Appeals, which is comprised of Broward, Indian River, Martin, Okeechobee, St. Lucie, and Palm Beach Counties.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other	\$62	-	-	-
TOTAL	\$62	-	-	-
APPROPRIATIONS				
Operating Expenses	\$947,533	\$1,033,184	\$999,980	\$1,162,179
Capital Outlay	117,078	62,503	47,225	87,500
Debt Service	25,772	15,802	49,005	49,006
TOTAL	\$1,090,383	\$1,111,489	\$1,096,210	\$1,298,685

Description

The State Attorney serves Florida's 15th Judicial Circuit. The primary mission of the State Attorney is to appear in Circuit and County courts within the Fifteenth Judicial Circuit and prosecute or defend all suits, applications, or motions, civil or criminal, in which the State is a party.

Whenever required by the Grand Jury, the State Attorney examines witnesses in their presence and gives legal advice in any matter before them. In addition, the State Attorney summons all witnesses required on behalf of the State to testify as to any violations of the criminal law.

The State Attorney assists the Attorney General with preparing and presenting all appeals to the Supreme Court covering their respective districts. He also represents the State in all cases of habeas corpus or capital offense arising in the circuit. When assigned by the Governor, the State Attorney may be required to assist another State Attorney in a different jurisdiction. The State Attorney also directs and controls special investigators in investigating matters of organized crime, violations of state laws, and applicable county or city laws.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Fines & Forfeitures	\$825,303	\$783,200	\$783,200	\$824,000
Other	(4,160)	-	-	-
TOTAL	\$821,143	\$783,200	\$783,200	\$824,000

Description

The local Criminal Justice Trust Fund (CJTF) is established by Florida Statute 27.3455. Revenue is provided from assessed costs of \$200 for felony cases and \$50 for misdemeanor and criminal traffic cases. The cost is imposed when any person pleads guilty or nolo contendere to, or is found guilty of a felony, misdemeanor, or criminal traffic offense. The Clerk of the Circuit and County Courts acts as the collection agent. The collected funds are remitted each month to the County. The Criminal Justice Trust Fund is used for allowable expenses of

the State Attorney under Florida Statute 27.34(2) and the Public Defender under Florida Statute 27.54(3). Any funds remaining after disbursement for authorized State Attorney and Public Defender expenses may be used for Medical Examiner services and County victim witness programs.

Projected Criminal Justice Trust Fund revenues are expected to reimburse approximately 27% of the County's costs associated with the State Attorney and Public Defender offices for FY 1998-99.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Excess Fees - Property Appraiser	\$1,139,019	\$500,000	\$600,000	\$800,000
TOTAL	\$1,139,019	\$500,000	\$600,000	\$800,000
APPROPRIATIONS				
Operating Expenses	\$12,859,796	\$13,950,250	\$13,950,250	\$13,692,050
TOTAL	\$12,859,796	\$13,950,250	\$13,950,250	\$13,692,050
STAFFING				
Positions	239	239	239	239
Full Time Equivalents (FTEs)	239.00	239.00	239.00	239.00

Description

The Property Appraiser, an elected constitutional officer, is responsible for attaining and maintaining appraised valuation of all taxable property in the County and the preparation of the annual tax roll. This valuation is the tax base for ad valorem monies to support the functions of County government, the School Board, municipalities, and special districts.

With increased growth in Palm Beach County and requests for information, the services of the Property Appraiser's Office are expanding rapidly. Some of the services available include the sale of ownership maps, aerial photographs, copies of property record cards, computer tapes of various records, and copies of records filmed by the Office's Micrographics Department. The yearly tax roll is available in all branches and contains such information as the property owner's name and address, the property's legal description, appraised value, and various exemptions (homestead, widow, disability, veteran, or wholly exempt). It also lists the amount of taxes levied by the taxing districts in which the property is located. The demand for increased services is affected by the mandate of the State Department of Revenue to comply with State laws that require mass reappraisals to maintain market values for the

tax roll. New construction is also reviewed on a year-round basis by the field appraisers. Agriculture classified properties are also reviewed year-round.

Final approval authority for the budget of the Property Appraiser resides with the State Department of Revenue. Funding for the operation of the Property Appraiser's Office is divided between the County and various special taxing districts. "Excess fees" (i.e., additional funds remaining after all expenses have been paid) are returned at the end of the fiscal year to the various taxing authorities that have provided funding.

The budget presented on this page represents the pro rata share of the Property Appraiser's budget paid by the County, excluding dependent districts. Included in this amount is the County's cost as well as the cost for the School Board and the various municipalities which, by State law, the County is required to pay.

Pro rata shares paid by the Library District and the Fire Districts are included in those Departments' operating budgets, and are therefore not reflected in the totals shown above.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$15,441	-	\$3,000	\$2,500
Grants	1,263,752	\$240,000	803,257	250,000
User Fees/Charges	16,617,900	15,786,348	17,120,658	16,747,195
Fines & Forfeitures	1,344,394	431,000	529,423	681,000
Inter-Departmental Charges	56,681	92,458	92,458	147,402
Other	7,561,367	5,407,988	8,462,927	6,481,498
Interfund Transfers	241,993	-	176,235	-
TOTAL	\$27,101,528	\$21,957,794	\$27,187,958	\$24,309,595
APPROPRIATIONS				
Operating Expenses	\$357,679	\$416,250	\$432,900	\$432,900
Non-Operating	188,153,320	194,594,525	193,468,560	206,706,688
TOTAL	\$188,510,999	\$195,010,775	\$193,901,460	\$207,139,588
STAFFING				
Positions	2,681	2,681	2,704	2,747
Full Time Equivalents (FTEs)	2,581.00	2,581.00	2,604.00	2,647.00

Description

The Sheriff, an independently elected constitutional officer, is the chief law enforcement officer of Palm Beach County. The Sheriff enforces the laws of the State of Florida and the ordinances of the County of Palm Beach - criminal, traffic and civil. The Sheriff's Office is responsible for providing uniformed law enforcement services to the citizens,

securing the courts, serving all warrants and processes issued by the courts, and operating the County detention and correction facilities.

The Sheriff's Office is comprised of three programs: Sheriff's Operations, Law Enforcement Trust Fund, and Sheriff's Grants.

Goals for FY 1999

- Implement COMSTAT practices and philosophies
- Continue decentralization of detectives to districts
- Increase Countywide community-based programs
- Implement park, walk, and talk policing philosophy
- Establish the Sterling criteria framework
- Explore a competitive process review
- Research and pursue technology grants
- Complete conversion of control rooms to nonsworn positions
- Identify and eliminate nonessential posts

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$15,441	-	\$3,000	\$2,500
Grants	327,073	\$240,000	274,550	250,000
User Fees/Charges	16,617,900	15,786,348	17,120,658	16,747,195
Fines & Forfeitures	569,224	431,000	529,423	681,000
Inter-Departmental Charges	56,681	92,458	92,458	147,402
Other	6,697,140	4,332,000	7,066,104	5,290,910
Interfund Transfers	79,633	-	-	-
TOTAL	\$24,363,092	\$20,881,806	\$25,086,193	\$23,119,007
APPROPRIATIONS				
Operating Expenses	\$357,679	\$416,250	\$432,900	\$432,900
Non-Operating	186,628,217	193,518,537	192,527,383	205,516,100
TOTAL	\$186,985,896	\$193,934,787	\$192,960,283	\$205,949,000
STAFFING				
Positions	2,681	2,681	2,704	2,747
Full Time Equivalents (FTEs)	2,581.00	2,581.00	2,604.00	2,647.00

Description

The Sheriff's Office maintains law and order through crime prevention and law enforcement programs, operates the County's detention facilities, and serves the orders of the Court and Board of County Commissioners.

The Operations program includes all major functional areas of the Sheriff's budget as summarized below:

- **Law Enforcement (\$135,515,567)** - provides uniformed patrol services for the unincorporated areas of Palm Beach County, as well as specific fee-for-service contracts for areas such as Palm Beach International Airport and the Town of Wellington. This budget also includes communications and emergency dispatch, criminal investigation, and technical crime lab services.

- **Corrections (\$62,624,445)** - provides intake, classification, and incarceration of individuals charged with crimes in Palm Beach County. Detention facilities include the main Jail, the County Stockade, the Belle Glade Jail, and the Drug Farm.
- **Bailiffs (\$3,832,981)** - maintains a high-level of security for the Palm Beach County court system and provides bailiff services to all judges and jurors.
- **Other Expenses (\$3,976,007)** - other County funding responsibilities relating to the Sheriff. This category includes, Trauma Hawk, and Reserve for Sheriff.

During FY 1996-97 the Sheriff's Office implemented, seventeen new volunteer programs, served and processed 80,000 warrants, booked 53,698 inmates, and responded to 456,741 calls for service.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Fines & Forfeitures	\$775,170	-	-	-
Other	864,227	\$1,075,988	\$1,336,823	\$1,190,588
TOTAL	\$1,639,397	\$1,075,988	\$1,336,823	\$1,190,588
APPROPRIATIONS				
Non-Operating	\$342,574	\$1,075,988	\$176,235	\$1,190,588
TOTAL	\$342,574	\$1,075,988	\$176,235	\$1,190,588

Description

The Law Enforcement Trust Fund (LETf) is a special trust established by the Board of County Commissioners as authorized under Florida Statute 932.705. The trust fund is derived from the sale of forfeited property and interest earned. These funds may be expended only upon request of the Sheriff to the Board of County Commissioners and are used exclusively for law enforcement purposes.

Florida Statute 932.705 prohibits LETf revenues and expenditures from being included in the adoption and approval process of the Palm Beach County budget, however, existing fund balances from previous activity are budgeted as amounts received in prior years.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Grants	\$936,679	-	\$528,707	-
Other	-	-	60,000	-
Interfund Transfers	162,360	-	176,235	-
TOTAL	\$1,099,039	-	\$764,942	-
APPROPRIATIONS				
Non-Operating	\$1,182,529	-	\$764,902	-
TOTAL	\$1,182,529	-	\$764,902	-

Description

The Sheriff's Grants program accounts for grant funding received, matching funds provided by the Law Enforcement Trust Fund, and related expenditures.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
User Fees/Charges	\$17,810	\$40,000	\$40,000	\$30,000
TOTAL	\$17,810	\$40,000	\$40,000	\$30,000
APPROPRIATIONS				
Personal Services	\$1,159,660	\$1,335,468	\$1,333,529	\$1,337,630
Operating Expenses	1,270,177	1,272,575	1,273,991	1,771,458
Capital Outlay	164,411	143,385	120,385	122,385
TOTAL	\$2,594,248	\$2,751,428	\$2,727,905	\$3,231,473
STAFFING				
Positions	32	32	32	32
Full Time Equivalents (FTEs)	32.00	32.00	32.00	32.00

Description

The Supervisor of Elections is responsible for the registration of voters, maintenance of the voter rolls, conduct of elections, recruiting and training of all pollworkers, reporting of financial disclosure, reporting of campaign financing, and the handling of all candidates' filings.

On January 1, 1995, the National Voter Registration Act (NVRA) took effect. Under NVRA, several government agencies were mandated to take voter registration applications. These agencies include the Department of Motor Vehicles/Division of Driver's Licenses, all HRS agencies, public libraries, agencies working with disabled people, and armed

forces recruiting stations. As a result, approximately 200,000 people were added to the voter registration roles since January 1, 1995.

Under NVRA, people are now able to register to vote by mail. NVRA applications are in numerous locations including Post Offices, City Halls, banks and savings and loan offices, and business of other types. Telephone requests are also taken for NVRA applications.

The adopted budget is up \$503,568 compared to FY 1997-98 estimated expenditures. This is the result of one additional election conducted in FY 1998-99.

FINANCIAL & STAFFING SUMMARY	1996-97 Actual	1997-98 Budget	1997-98 Estimated	1998-99 Budget
REVENUES GENERATED				
Excess Fees - Tax Collector	\$12,983,518	\$13,850,000	\$13,850,000	\$15,500,000
TOTAL	\$12,983,518	\$13,850,000	\$13,850,000	\$15,500,000
APPROPRIATIONS				
Operating Expenses	\$14,804,988	\$16,240,000	\$16,240,000	\$17,790,000
TOTAL	\$14,804,988	\$16,240,000	\$16,240,000	\$17,790,000
STAFFING				
Positions	252	255	255	258
Full Time Equivalents (FTEs)	252.00	255.00	255.00	258.00

Description

The Tax Collector, an elected constitutional officer, is responsible for the collection and distribution of ad valorem taxes and non-ad valorem assessments levied by the County, School Board, municipalities, and special taxing districts. Additional local responsibilities include the issuance and monitoring of occupational licenses and collection of the tourist development tax for Palm Beach County. The Tax Collector is also the Executive Agent for the State of Florida to register and title motor vehicles and vessels, sell hunting and fishing licenses and collect certain sales taxes. These state programs are funded by fees for individual transactions and are not paid from the fees paid by Palm Beach County for property tax collections, occupational licenses, or the tourist tax.

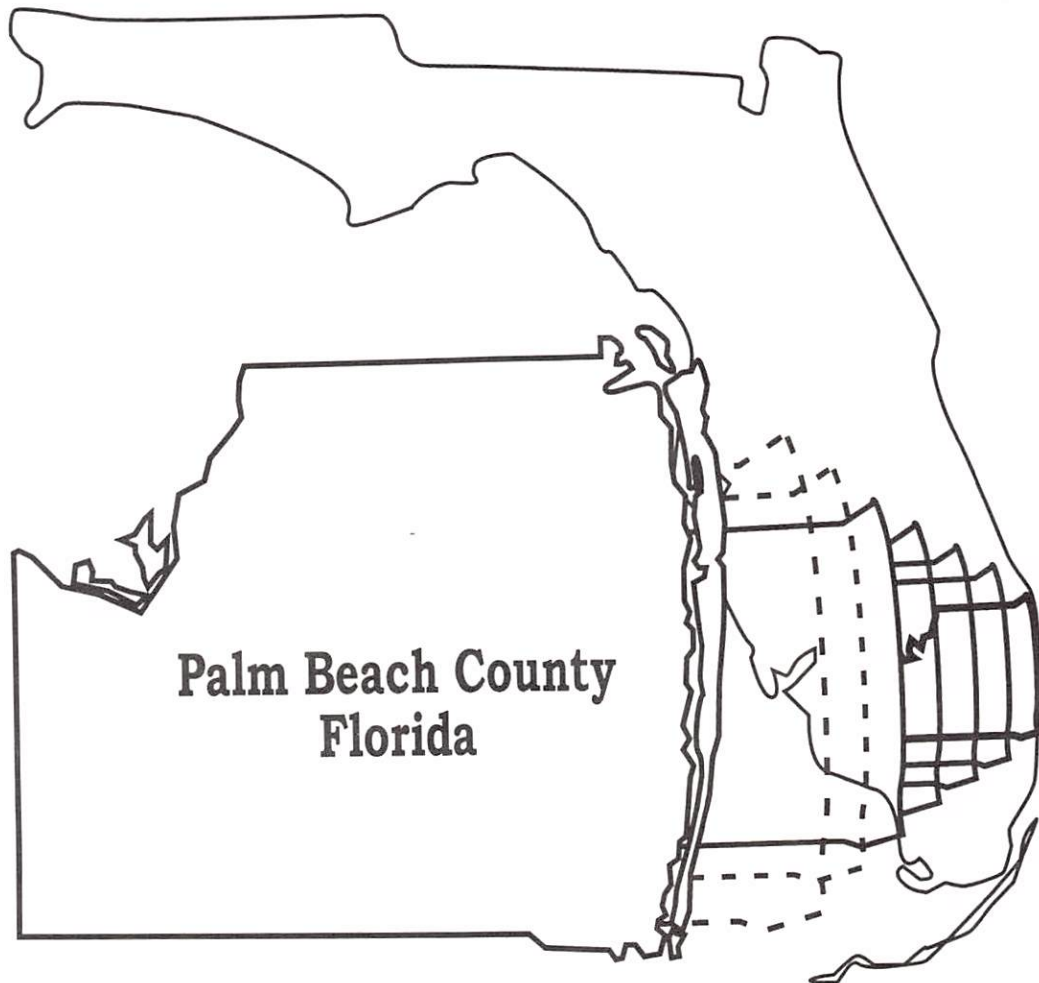
Final approval authority for the budget of the Tax Collector resides with the State Department of Revenue. Funding for the operation of the Tax Collector's Office is provided from various commissions charged by the Tax Collector for services provided, including commissions charged on the total amount of taxes collected on behalf of each taxing/assessment authority. "Excess fees" (additional funds remaining after all expenses have

been paid) are returned at the end of the fiscal year, on a pro rata basis, to the various taxing/assessment authorities that have been charged commissions.

The budget presented on this page represents fees paid to the Tax Collector by the County for the collection of all Countywide ad valorem taxes (operating and voted debt). Also included are fees paid by the County for the collection of the non-voted ad valorem taxes levied by the School Board which, by State law, the County is required to pay. Commissions paid to the Tax Collector for the collection of Library District and Fire-Rescue MSTUs ad valorem taxes are included in those Departments' operating budgets, and are therefore not reflected in the totals shown above.

For FY 1998-99, the total amount of Tax Collector commissions paid by the County (including Library District and Fire District commissions) is estimated to be \$19,451,757. Most of this money will be returned to the County by the Tax Collector as excess fees. Since the Tax Collector's budget is much less than the fees earned by the collection activity, the County and School Board receive the benefit of having their taxes collected at little cost.

Budget by Fund



Fund Types

The financial accountability of Palm Beach County is measured on a "fund" basis, in accordance with generally accepted accounting principles (GAAP). This means that revenues and expenditures are legally recorded in the following groupings of funds, each of which must be in balance, and may not show a deficit, per Florida statutory requirements:

General Fund

This fund is used to account for financial transactions which are applicable to the general financial requirements of the County, except those required to be accounted for in other funds.

Special Revenue Funds

These funds are used to account for the proceeds of specific revenue sources or to finance specified activities required by law or administrative regulation. Some of the major funds in this grouping are: County Transportation Trust, Fire-Rescue, Municipal Servicing Taxing District, County Library and Tourist Development.

Debt Service Funds

These funds are used to account for the payment of principal and interest on long-term general obligation debt. Transactions applicable to long-term debt of Enterprise Funds are reported within those funds.

Capital Projects Funds

These funds are used to account for resources principally provided by general long-term debt and used for the acquisition of capital facilities other than those financed by Enterprise Funds.

Enterprise Funds

These funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The major funds in this grouping are: Airports, Water Utilities, Transportation Authority and Southwinds/Okeeheelee Golf Courses.

Internal Service Funds

These funds are used to account for the goods and services which are provided by departments for the benefit of other County departments on a cost-reimbursement basis. The major funds in this grouping are: Fleet Management, Employee Health Insurance, Casualty Self-Insurance, Risk Management, Information Systems xServices and Graphics.

Budget by Fund Type and Fund

<u>Fund No.</u>	<u>Fund Type/Fund Name</u>	<u>FY 1998-99 Budget</u>
<u>General Funds</u>		
001	General Fund	\$ 477,887,920
002	Pollution Recovery Fund	1,149,761
003	Petroleum Cleanup Program	205,000
005	State Mosquito	82,820
014	Economic Development	<u>10,603,507</u>
	Total General Funds	\$ 489,929,008
<u>Special Revenue Funds</u>		
050	Spay - Neuter Program	\$ 450,035
051	Handicapped Parking Enforcement	192,051
053	Natural Areas Stewardship	2,373,363
054	Supervisor of Elections	3,231,473
055	South Lake Worth Inlet	2,957,381
057	Unit 11 Stewardship	810,776
101	Law Library	732,425
105	Animal Regulation Trust	51,225
106	County Transportation Trust	31,244,514
108	Law Enforcement Trust	1,190,588
109	County Library	21,604,324
111	Public Guardianship Program	130,500
116	Victims Trust	182,954
117	MSTD - Building	23,207,632
118	MSTD - Other P Z & B	14,458,388
119	TDC - Convention Center Grant	200,000
120	TDC - Film Commission	572,293
121	TDC - Special Projects	972,701
122	TDC - 4th Cent Sports	15,097,673
123	Sales Tax Revenue	55,397,792
124	Criminal Justice - State Attorney/Public Defender	3,039,489
125	TDC-Tourism	8,212,242
126	TDC-Cultural Arts	2,827,341
127	TDC-Beaches	1,678,632
128	TDC-Sports Authority	732,791
130	Bond Waiver Program	211,360
131	Vessel Registration Fee Ordinance #88-40	995,920
132	School Impact Fees Zone 1	3,344,237
133	School Impact Fees Zone 2	3,509,062
134	School Impact Fees Zone 3	<u>4,195,581</u>

Budget by Fund Type and Fund

		FY 1998-99
<u>Fund No.</u>	<u>Fund Type/Fund Name</u>	<u>Budget</u>
<u>Special Revenue Funds (Cont'd)</u>		
135	Senior Citizens Centers	\$ 314,879
138	School Impact Fees Zone 4	2,971,040
140	Law Enforcement Block Grant Trust	1,578,718
141	Metropolitan Planning Organization	2,890,449
143	E-911 Program	3,846,170
145	Drug Abuse Trust	188,970
146	Affordable Housing Trust	9,905,901
149	Natural Areas	1,560,807
150	Franchise Fee	16,890,739
151	Public Service Tax	35,758,250
153	HUD Supportive Housing Grant	414,384
154	Americorps Human Services Grant	261,872
155	Head Start	11,335,137
156	Community Action Program	1,132,809
157	EMS Award - Grant Program	834,376
158	Public Safety Grants	279,756
162	Housing & Community Development	20,020,411
163	CDBG Rehabilitation Loan Program	190,187
165	Home Investment Partnership Act	11,208,280
166	JPTA-Adult Migrant	422,840
167	Senior Aides Employment	708,021
168	Division of Senior Services - Administration	1,299,597
169	Division of Senior Services (DOSS) - Title III	2,643,861
170	Community Care For The Elderly (DOSS)	437,198
172	Intergovernmental Radio Communications	4,769,606
173	Low Income Home Energy Program	586,660
175	Ryan White Care Program	10,377,224
176	EM Preparedness & Assistance	107,200
177	Doss Alternate OAA	883,627
178	Doss Alternate CCE	1,248,502
181	Fire-Rescue Jupiter MSTU	5,370,901
184	Fire-Rescue Long-Term Disability Plan	2,556,508
190	Hydrant Rental - Boca Raton	397,045
195	Fire-Rescue MSTU	91,581,318
196	Aviation Battalion	4,318,765
197	Glades Regional Fire MSTU	873,034
199	Hydrant Rental - Riviera Beach	30,923
	Total Special Revenue Funds	\$ 454,000,708

Budget by Fund Type and Fund

<u>Fund No.</u>	<u>Fund Type/Fund Name</u>	<u>FY 1998-99 Budget</u>
<u>Debt Service Funds</u>		
216	45.625M Refunding GO '98/Debt Service	3,558,294
222	23.375M Refunding GO '93/Debt Service	3,306,188
224	50M Environmentally Sensitive Lands Sinking	2,563,323
225	59.39M Refunding '94 Debt Service	5,210,047
226	50M ESL 94 Debt Service Sinking	2,522,252
227	26.3M Parks Facility '96 Debt Service	2,108,595
229	Professional Sports Facility Debt Service	2,246,413
233	9.375M Non Ad Valorem '95 Debt Service	1,801,594
241	1M Glades Health Revenue '84 Interest	81,000
242	1M Glades Health Revenue '84 Principal	60,000
243	1M Glades Health Revenue '84 Debt Service Reserve	89,955
247	10.47M Airport Ctr Sinking	892,195
249	North County Government Expansion DS	1,734,890
253	15.175M Judicial Garage Sinking	1,201,498
255	8.585M Okeeheelee Golf Sinking	765,915
257	30.73M Beach Acquisition '93/Debt Service	2,969,621
258	30.73M Beach Acquisition '93/Debt Service Reserve	3,210,913
264	26.515M Revenue Refunding/Debt Service	2,756,900
271	233.6M Criminal Justice Facility Debt Service P/I	10,333,650
273	35.515M Criminal Justice Refunding '97	1,878,213
274	117.485M Criminal Justice Refunding '93	6,482,183
276	26.38M Criminal Justice Completion Bonds '94	2,221,352
277	22.245M Admin Complex Revenue Refunding/Debt Serv.	1,904,875
281	50.87M Sunshine Pool - Debt Service	2,779,179
282	10M Sunshine Pool Fin - Debt Service	984,630
295	PBSO Vehicle Loan FY98	1,009,130
298	PBSO Vehicle Loan FY96	1,039,050
299	PBSO Vehicle Loan FY97	1,804,457
Total Debt Service Funds		\$ 67,516,312
<u>Capital Projects Funds</u>		
301	Capital Outlay	\$ 43,235,511
303	PUD Cash Out	2,083,825
304	Save the Old Courthouse	500,005
313	233.6M Criminal Justice Facility Construction Trust	60,750

Budget by Fund Type and Fund

<u>Fund No.</u>	<u>Fund Type/Fund Name</u>	<u>FY 1998-99</u> <u>Budget</u>
<u>Capital Projects Funds (Cont'd)</u>		
315	MSTU District A	\$ 685,556
316	MSTU District B	871,861
317	MSTU District C	1,828,697
318	MSTU District D	1,209,767
319	MSTU District E	497,720
320	Unincorporated Improvement	4,860,729
322	26.08M C.J. Completion Bonds Constr. Trust '94	7,448,160
326	50M ESL '94 Acquisition Fund	13,201,122
327	Unit 11 Stewardship Acquisition/Enhancement	3,575,505
328	1.2M Stadium Facility	657,744
329	29M Stadium Facility Rev Bond	968,375
333	9.375M Non Ad Valorem '95 Revenue	688,216
336	PBSO Vehicle Loan '96	24,188
338	PBSO Vehicle Loan '98	1,794,870
344	20M 800 MHZ Radio Tower	15,000,000
347	10.47M Airport Center Acquisition	321,402
349	North County Government Center Expansion	21,269,990
352	32.7M Improvement Construction Trust	344,751
353	19.75M Judicial Garage Acquisition	1,300,065
355	9.15M Okeeheelee Golf Acquisition	66,002
360	Transportation Improvement	125,076,162
361	Road Impact Fees Area A	1,589,712
362	Road Impact Fees Area B	1,715,476
363	Road Impact Fees Area C	7,617,928
364	Road Impact Fees Area D	7,201,490
365	Road Impact Fees Area E	1,565,171
366	Road Impact Fees Area F	856,034
367	Road Impact Fees Area G	8,411,778
368	Road Impact Fees Area H	7,265,747
369	Road Impact Fees Area I	5,528,903
370	Road Impact Fees Area J	3,901,522
371	Road Impact Fees Area K	8,903,464
372	Road Impact Fees Area L	3,828,128
373	Road Impact Fees Area M	8,351,095
374	Road Impact Fees Area N	1,405
375	Road Impact Fees Area O	5,148
376	Road Impact Fees Area P	641
377	Road Impact Fees Area Q	10,098

Budget by Fund Type and Fund

<u>Fund No.</u>	<u>Fund Type/Fund Name</u>	<u>FY 1998-99 Budget</u>
<u>Capital Projects Funds (Cont'd)</u>		
378	Road Impact Fees Area R	3,898,630
456	30M Park Bond	\$ 1,276,080
457	26.3M Parks & Recreation Facilities '96	20,219,556
459	Beach Improvement	10,628,254
471	Law Enforcement/Impact Fees Z-1	84,174
472	Law Enforcement/Impact Fees Z-2	2,591,778
474	Fire-Rescue Improvement	5,972,729
475	Fire Impact Fees Z-1	218,544
476	Fire Impact Fees Z-2	67,168
477	Fire Impact Fees Z-3	340,055
479	Fire-Rescue Impact Fees	3,314,531
480	Park Improvement	11,892,931
481	Park Impact Fees Z-1	6,412,527
482	Park Impact Fees Z-2	13,181,051
483	Park Impact Fees Z-3	14,434,722
490	Public Building Improvement	11,368,054
491	Public Building Impact Fees	7,287,864
495	Library Improvement	496,680
496	Library Expansion Program	1,698,423
497	Library Impact Fees	2,144,257
Total Capital Projects Funds		\$ 431,852,721
<u>Enterprise Funds</u>		
505	Water Utilities Revenue	\$ 69,592,000
506	Water Utilities Operation & Maintenance	41,426,000
510	Water Utilities Renewal & Replacement	3,530,600
511	Water Utilities Capital Improvements	80,043,585
513	Water Utilities Connection Charge Account	28,180,000
517	Water Utilities Sinking P & I Account-Bonds`85	1,511,300
518	Sinking P & I ECR Loan	331,000
519	P & I Series 1995 Sinking	5,728,300
520	Water Utilities Special Assessment Program	3,022,000
523	Water Utilities Principal/Interest '98	2,512,000
524	Water Utilities Debt Service Reserve Account	1,288,000
526	Water Utilities Construction Trust '98	26,488,000

Budget by Fund Type and Fund

<u>Fund No.</u>	<u>Fund Type/Fund Name</u>	<u>FY 1998-99</u> <u>Budget</u>
<u>Enterprise Funds (Cont'd)</u>		
527	Water Utilities - Sinking Principal/Interest '93	\$ 4,737,200
531	Airports Operations	53,512,755
532	Airports Capital Projects	10,880,917
541	Airports Debt Service Account	21,776,800
542	Airports Debt Service Reserve Account	15,938,242
543	Airports Merrill Lynch Loan	11,625
544	Airports Improvement & Development	19,803,998
545	Airports Subord Indtns Bond - Debt Service	580,925
547	Airports 3.8M Sub Indebt'89 Debt Service Reserve	468,006
555	Airport Passenger Facility Charges	22,991,747
556	Airports Noise Abatement & Mitigation	9,578,980
558	Airports Restricted Assets	977,524
581	Transportation Authority	40,108,392
585	Southwinds Golf Course	2,593,523
586	Okeeheelee Golf Course	<u>2,633,483</u>
	Total Enterprise Funds	\$ 470,246,902
<u>Internal Service Funds</u>		
601	Fleet Management	\$ 18,624,114
623	Employee Health Insurance	18,229,108
631	Casualty Self Insurance	6,492,500
641	Risk Management	9,723,671
650	Information Systems Services	18,069,663
661	Graphics	<u>1,137,031</u>
	Total Internal Service Funds	\$ 72,276,087
	Total FY 1998-99 Budget	\$ <u>1,985,821,738</u>

Budget Summary

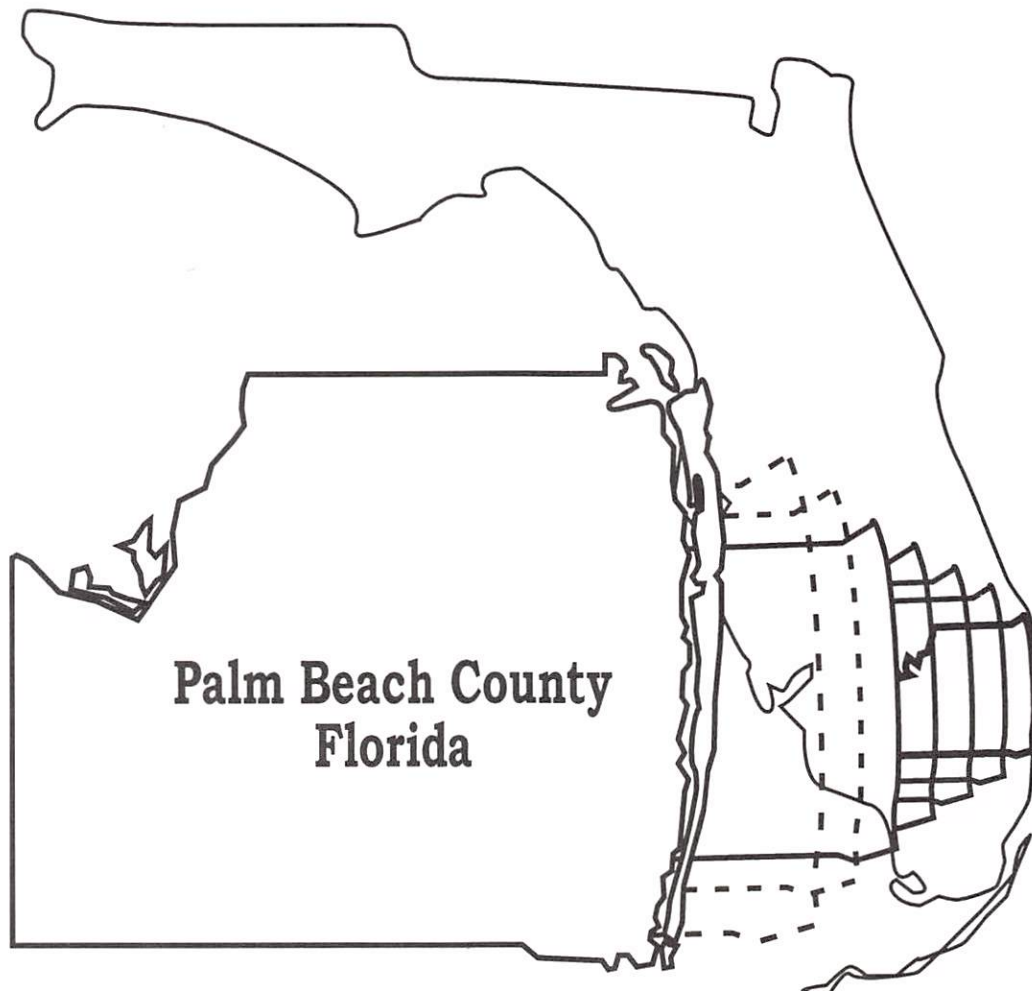
	<u>General Fund</u>	<u>Special Revenue Funds</u>	<u>Debt Service Funds</u>	<u>Capital Projects Funds</u>	<u>Enterprise Funds</u>	<u>Internal Service Funds</u>	<u>Total</u>
Estimated Revenues:							
Current Property Taxes	\$ 274,518,704	\$ 100,878,346	\$ 16,330,282	\$ 9,097,309	\$ 0	\$ 0	\$ 400,824,641
Licenses, Permits, & Other Taxes	4,812,489	84,122,179	0	28,134,000	10,222,000	0	127,290,668
Intergovernmental Revenues	28,878,705	127,727,168	0	8,091,753	22,010,905	0	186,708,531
Charges For Services	28,283,689	15,314,085	0	0	124,838,004	160,351	168,596,129
Fines & Forfeitures	6,645,224	3,171,375	0	2,084,070	0	0	11,900,669
Miscellaneous Revenues	<u>24,399,433</u>	<u>14,835,269</u>	<u>(5,439)</u>	<u>46,933,334</u>	<u>24,048,804</u>	<u>3,422,702</u>	<u>113,634,103</u>
Total Revenue	\$ 367,538,244	\$ 346,048,422	\$ 16,324,843	\$ 94,340,466	\$ 181,119,713	\$ 3,583,053	\$ 1,008,954,741
Other Financing Sources	<u>56,642,164</u>	<u>30,282,383</u>	<u>45,193,412</u>	<u>34,225,103</u>	<u>142,418,928</u>	<u>60,406,695</u>	<u>369,168,685</u>
Total Revenue and Other Financing Sources	\$ 424,180,408	\$ 376,330,805	\$ 61,518,255	\$ 128,565,569	\$ 323,538,641	\$ 63,989,748	\$ 1,378,123,426
Balances Beginning of Year	<u>65,748,600</u>	<u>77,669,903</u>	<u>5,998,057</u>	<u>303,287,152</u>	<u>146,708,261</u>	<u>8,286,339</u>	<u>607,698,312</u>
Total Estimated Revenues, Sources and Balances	\$ <u>489,929,008</u>	\$ <u>454,000,708</u>	\$ <u>67,516,312</u>	\$ <u>431,852,721</u>	\$ <u>470,246,902</u>	\$ <u>72,276,087</u>	\$ <u>1,985,821,738</u>

Budget Summary

	<u>General Fund</u>	<u>Special Revenue Funds</u>	<u>Debt Service Funds</u>	<u>Capital Projects Funds</u>	<u>Enterprise Funds</u>	<u>Internal Service Funds</u>	<u>Total</u>
Expenditures, Uses & Reserves:							
General Governmental Services	\$ 122,952,987	\$ 20,548,677	\$ 0	\$ 91,296,800	\$ 0	\$ 0	\$ 234,798,464
Public Safety	214,419,637	112,972,137	0	10,398,393	0	0	337,790,167
Physical Environment	9,601,173	897,697	0	13,454,189	135,209,245	0	159,162,304
Transportation	0	31,061,524	0	83,570,299	97,768,729	0	212,400,552
Economic Environment	11,373,901	46,441,822	0	0	0	0	57,815,723
Human Services	38,703,623	32,427,151	0	4,751,326	0	0	75,882,100
Culture and Recreation	<u>30,874,249</u>	<u>21,033,789</u>	<u>0</u>	<u>48,124,985</u>	<u>4,190,722</u>	<u>0</u>	<u>104,223,745</u>
Total Expenditures/Expenses	\$ 427,925,570	\$ 265,382,797	\$ 0	\$ 251,595,992	\$ 237,168,696	\$ 0	\$ 1,182,073,055
Other Financing Uses	<u>20,947,596</u>	<u>123,947,620</u>	<u>64,419,958</u>	<u>6,850,895</u>	<u>168,976,590</u>	<u>66,882,133</u>	<u>452,024,792</u>
Total Expenditures and Uses	\$ 448,873,166	\$ 389,330,417	\$ 64,419,958	\$ 258,446,887	\$ 406,145,286	\$ 66,882,133	\$ 1,634,097,847
Reserves	<u>41,055,842</u>	<u>64,670,291</u>	<u>3,096,354</u>	<u>173,405,834</u>	<u>64,101,616</u>	<u>5,393,954</u>	<u>351,723,891</u>
Total Appropriated Expenditures, Uses and Reserves	\$ <u>489,929,008</u>	\$ <u>454,000,708</u>	\$ <u>67,516,312</u>	\$ <u>431,852,721</u>	\$ <u>470,246,902</u>	\$ <u>72,276,087</u>	\$ <u>1,985,821,738</u>

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Capital Improvement Program



Capital Improvement Program

Capital Improvement Program: What is it and why do we have one?

County government provides needed and desired urban services to the public. In order to provide these services, the County must furnish and maintain capital facilities and equipment, such as airports, roads and parks. The capital improvement program is a proposed schedule for the expenditure of funds to acquire or construct these needed improvements over the next six-year period. It represents a comprehensive and direct statement of the physical development policies of the County. The program has great significance in that it touches the life of each County resident and visitor through the provision of health, safety, transportation, recreation, and other services upon which we all depend.

Purpose and Benefits of Capital Programming

Capital Programming:

1. Provides a means for coordinating and consolidating various departmental requests, thereby preventing duplication of projects and equipment.
2. Establishes a system of examining and prioritizing the needs of the County assuring that the most essential improvements are provided first.
3. Provides an important implementation device for growth management.
4. Allows sufficient time for investigation of project financing and implementation measures, and proper technical design.
5. Coordinates physical with financial planning, allowing maximum benefit from available public funds.
6. Helps provide an equitable distribution of public improvements throughout the County.

Development of the Capital Improvement Program

Only projects that meet the definition of a capital improvement are included in the Capital Improvement Program. Capital improvements are defined as physical assets, constructed or purchased, that have a minimum cost of \$25,000 and have an expected useful life in excess of one year.

Examples of typical capital improvements include:

- a. Road construction and improvements.
- b. New and expanded physical facilities for the community.
- c. Large scale rehabilitation or replacement of existing facilities.
- d. Purchase of equipment items that have a relatively long period of usefulness.
- e. The cost of engineering or architectural studies and services relative to the improvement.
- f. The acquisition of land for a community facility such as a park, highway, library, airport, etc.

Each year, the program is prepared from project requests submitted on special forms by the various departments and agencies of the County. The forms require a project description, justification, cost estimates, statement of impact on the County's annual operating budget, and an implementation schedule. Concurrently, with the preparation of the project requests, information concerning the financial resources available to the County is prepared by the Office of Financial Management and Budget.

After compilation of the requests, projects are reviewed and ranked by the Capital Projects Review Committee, composed of staff members from County Administration, the County's Engineering Department and the Office of Financial Management and Budget. This Committee's ranking, along with available funding, forms the basis of the program recommended.

The program recommended by the County Administrator is used by the Board of County Commissioners to develop the annual budget which becomes effective October 1st of each year. The first year of the Six-Year Capital Improvement Program (CIP) is formally adopted by the Board as the Capital Budget with the following five years showing projected, but unfunded, requirements. The CIP is an important tool for implementing the County's Comprehensive Plan. The Board of County Commissioners use the CIP to analyze the County's fiscal capability to finance and construct capital improvements.

Responsibilities in Program Preparation and Implementation

The Capital Improvement Program, by virtue of its comprehensive character, necessarily involves the full realm of County operations. The County Administrator, Departments, Boards and the County Commission must coordinate their actions to accomplish a successful program for improving the community.

Operating Departments: The key role in the initial stages of capital programming falls upon the operating departments and department heads. By virtue of their technical knowledge and experience in the individual fields, it becomes their responsibility to initiate project requests and develop a program that states the need of each project as well as its relative importance in the department's program.

Office of Financial Management and Budget: The Office of Financial Management and Budget (OFMB) provides information concerning the County's past, present, and future financial resources. OFMB prepares and distributes the package used by departments and agencies submitting requests. As the program develops, OFMB assists in the review and evaluation of project submissions and guides the administration of the program through its function of budget control and formulating changes in basic fiscal policies. OFMB coordinates the review by the Capital Project Review Committee and its ranking of projects. OFMB prepares the Six Year Capital Improvement Program for submission to and adoption by the Board of County Commissioners.

Engineering and Facilities Development & Operations Departments: In providing staff assistance these Departments have the following responsibilities in the capital programming process:

1. Provides assistance, if needed, in preparation of requests.
2. Receives and reviews the cost projections in the requests.
3. Provides information and assistance to the Office of Financial Management and Budget in the analysis of the County's financial requirements.
4. Provides assistance to the County Administrator, County Commission and staff in preparing the Commission adopted program.

The Capital Projects Review Committee: The Capital Projects Review Committee has the following responsibilities in the capital programming process.

1. Consultation with various submitting departments concerning their individual submissions.
2. Thorough examination of the entire program with the objectives of establishing the urgency and benefit of the projects and the proper sequence of programming the projects in relation to the current and projected financial resources.
3. Establishment of priorities and recommendation of a program with suggested or possible means of financing indicated.
4. Submission of a recommended program for Commission action. The deliberations of the Capital Projects Review Committee must be predicated on the objective of best providing for the health, safety, welfare and convenience of the public. While it is in a position to have a thorough awareness of community needs, it is often very aware of the limited financial resources available to satisfy those needs.

Thus, in capital programming, the recommended program must be a statement of relative community needs conditioned by the availability of the resources to finance them.

County Commission: While departments, boards and committees play a very significant role in the capital improvement programming process, the ultimate success of the program rests with the County Commission. They alone, as elected officials, can authorize the expenditure of public funds, in this case by adopting the first year of the capital improvement program as that fiscal year's capital budget. Therefore, the final priorities placed on community needs and the subsequent satisfaction of those needs are a matter of legislative decision and control.

Project Priorities

Establishing priorities for the various projects is essential to properly plan and recommend alternatives for financing current as well as future projects. In setting priorities, each department should assume that certain projects will not be recommended to the Board because of limited funding resources.

The following mechanism for categorizing County Capital Projects has been developed in order to determine priorities for the allocation of available funds to projects:

1. **Basic or Core Services** - These are services that are best performed at the local level and are most closely linked to protecting the health and safety of citizens. Legally mandated services or commitments are also included in this category.
2. **Maintenance of Effort Services** - These are services which the County has traditionally provided or which reflect a major capital investment requiring an expenditure of funds to maintain.
3. **Quality of Life** - These are activities which are provided for more specialized groups and enhance the desirability of Palm Beach County as a place to live.

Within each category, projects are ranked as:

1. Essential
2. Necessary
3. Desirable

The following matrix demonstrates the resulting order priority that a department would rate its proposed capital projects.

BASIC SERVICES	MAINTENANCE OF EFFORT	QUALITY OF LIFE
Essential (1)	Essential (2)	Essential (3)
Necessary (4)	Necessary (5)	Necessary (6)
Desirable (7)	Desirable (8)	Desirable (9)

Basic service essential projects are considered highest priority and Quality of Life desirable projects last priority.

Other Considerations

- ✓ Impact on County revenues and annual operating budget
- ✓ Degree of urgency
- ✓ Whether or not the project duplicates another public or private facility
- ✓ Other factors not directly addressed above
- ✓ Whether or not the project is required by legislative mandate

Relationships Between the Operating and Capital Budgets

There are many features that distinguish Palm Beach County's operating budget from the capital budget. The operating budget includes expenses that are generally of a recurring nature and are appropriated for one year only. It provides for the provision of all County services, but does not result in major physical assets for the County. Year to year, changes in the operating budget are expected to be fairly stable, and represent incremental changes in the cost of doing business, in the size of the County and in the types and levels of services provided. Resources for the operating budget are generally provided by taxes, user fees, and inter-governmental payments that generally recur from year to year.

The capital budget, on the other hand, includes one-time costs for projects that may last several years. The projects result in major physical assets in the County. Resources for the capital budget are generally provided by bond proceeds, impact fees, grants, and taxes.

In spite of these differences, the operating and capital budgets are closely linked. The most obvious connection is the fact that the operating budget assumes the cost of maintaining and operating new facilities that are built under the capital budget.

Operational needs drive the capital budget. For example, major expansion requirements in the 1998-99 capital budget are fire stations, parks, water treatment plants and library expansion, which were necessitated by continued population growth and the County's role in providing these basic services to the citizens.

Some capital improvements will actually decrease maintenance costs, such as replacement of fire trucks and water lines or reconstruction of roads. Long term operations and maintenance costs resulting from the six year capital improvement program are addressed in the CIP document, published separately.

Capital Improvement Budget Summary

The 1998-99 capital improvement budget has appropriations totaling \$645.2 million . The capital improvement program is financed primarily through bonds, impact fees, balance brought forward and taxes. A detailed capital project listing is contained in the capital improvement program document, published separately. Some of the highlights of the capital improvement program include:

General Government/Criminal Justice/Environmental Lands & Beaches - These projects include amounts budgeted for general government buildings including land acquisition, design and construction. The FY 1998-99 budget is \$144.4 million and includes various criminal justice facilities, telephone systems, courthouse improvements, a 800 Mhz trunked radio system, data processing systems and equipment, environmentally sensitive land purchases, beach renourishment and other general government capital projects.

Fire-Rescue - These projects total \$9.9 million and include four new stations, contamination cleanup, and improvements to existing operations/alarm center and fire stations.

Libraries - The projects primarily consist of the Library Expansion Program which was approved by the voters of the County in 1986. The program was funded by a one-half mill ad valorem tax levy for two years. Library projects total \$4.3 million and is nearly complete as to the expansion program.

Parks & Recreation - These projects include various parks financed by the \$30 million Park Development Bonds, a \$26.3 million bond issue for special recreation facilities and community parks, and by Impact Fees. Park projects are budgeted for \$67.5 million in FY 1998-99.

Roads - These projects total \$195.7 million and consist of right-of-way acquisition and design and construction of various County roads. The majority of the projects are those identified in the County's Five Year Road Program as adopted by the Board of County Commissioners.

Street & Drainage Improvements - These projects total \$10.0 million and are largely for infrastructure improvements to County maintained bridges, culverts and other street pavement, curbing and canal drainage projects.

Airports - Capital projects budgeted by Airports include a roadway canopy, air cargo apron, land acquisition, additional parking and construction of new hangers. These projects total \$64.2 million.

Water Utilities - These projects total \$137.7 million including water and wastewater treatment plants, system improvements and the expansion of various existing facilities.

Mass Transit - These projects total \$11.4 million and are for a new administration and maintenance facility and replacement busses.

FY 1998-99 Capital Budget **Capital Projects by Type**

Project Type	Actual FY 1996-97	Budget FY 1997-98	Estimated FY 1997-98	Budget FY 1998-99
Criminal Justice	\$19,697,229	\$17,679,850	\$4,878,788	\$14,492,206
Environmental Lands & Beaches	37,310,493	25,551,667	7,309,997	27,391,201
Fire-Rescue	3,627,975	9,538,914	1,982,327	9,913,027
General Government	35,145,374	98,835,178	23,847,101	102,537,516
Libraries	693,488	3,257,921	75,218	4,339,360
Parks and Recreation	17,238,948	59,942,834	6,934,405	67,482,869
Roads	64,900,438	174,048,185	35,309,506	195,728,532
Streets & Drainage (MSTU's)	1,149,311	10,324,924	1,492,926	9,954,330
Airports	33,715,457	99,632,970	56,472,509	64,233,166
Water Utilities	29,815,948	135,019,661	40,902,855	137,733,585
Mass Transportation	6,674,543	13,978,345	10,909,661	11,393,000
Total	\$249,969,204	\$647,810,449	\$190,115,293	\$645,198,792

**FY 1998-99 Capital Budget
Funding Sources by Type of Revenue**

Taxes (Ad Valorem)	\$9,097,309
Interest	14,795,191
Gas Tax	28,134,000
Assessments	2,408,900
Impact Fees	27,735,619
Bond Proceeds	30,810,000
Other	117,012,587
Statutory Reserves	(3,758,683)
Balance Forward	<u>418,963,869</u>
Total Revenues	<u>\$645,198,792</u>

Appropriations By Category

Criminal Justice	\$14,492,206
Environmental Lands & Beaches	27,391,201
Fire-Rescue	9,913,027
General Government	102,537,516
Libraries	4,339,360
Parks	67,482,869
Road Program	195,728,532
Street & Drainage	9,954,330
Airports	64,233,166
Water Utilities	137,733,585
Mass Transit	<u>11,393,000</u>
Total Appropriations	<u>\$645,198,792</u>

FY 1998-99 Capital Budget
Reserves Included in FY 1998-99 Capital Budget

	<u>Major Components</u>	<u>Program Totals</u>
Criminal Justice		\$3,908,169
Criminal Justice Facility Program	\$956,005	
Sheriff Vehicle Purchase	235,592	
Parking Garage	40,655	
Law Enforcement Impact Fees	2,675,952	
Total for Major Components	<u>\$3,908,164</u>	
Environmental Lands & Beaches		\$15,242,392
Environmentally Sensitive Lands	\$9,902,827	
Beach Improvements	5,339,565	
Total for Major Components	<u>\$15,242,392</u>	
Fire-Rescue		\$2,004,903
Fire-Rescue Impact Fees	\$1,432,652	
Fire-Rescue Improvements	572,251	
Total for Major Components	<u>\$2,004,903</u>	
General Government		\$6,332,561
N Cty Government Center/PBSO Motor Pool	\$1,110,493	
Civic Site Cash Outs	970,776	
General Capital	401,399	
Sports Stadium Facility	141,136	
Airport Center Acquisition	27,948	
Public Building Improvements	549,388	
Public Building Impact Fees	3,131,421	
Total for Major Components	<u>\$6,332,561</u>	
Libraries		\$3,790,901
Expansion Program	\$1,605,819	
Library Improvements	42,923	
Library Impact Fees	2,142,159	
Total for Major Components	<u>\$3,790,901</u>	

FY 1998-99 Capital Budget
Reserves Included in FY 1998-99 Capital Budget

	<u>Major Components</u>	<u>Program Totals</u>
Parks		\$18,989,914
Park Impact Fees	\$12,211,927	
Park Improvements	5,862,480	
Park Bonds	915,507	
Total for Major Components	<u>\$18,989,914</u>	
Road Program		\$114,197,211
Project Reserves	\$65,860,207	
Sweep Reserves	2,479,382	
Road Impact Fees	45,857,622	
Total for Major Components	<u>\$114,197,211</u>	
Street & Drainage		\$8,128,003
Program Reserves	\$8,128,003	
Total for Major Components	<u>\$8,128,003</u>	
Airports		\$20,214,515
Capital Project Reserves	\$183,660	
Airport Improvement & Development	9,822,932	
Passenger Facility Charges	9,194,583	
Noise Abatement & Mitigation	81,816	
Restricted Assets	931,524	
Total for Major Components	<u>\$20,214,515</u>	
Water Utilities		\$14,507,940
Capital Improvements	\$9,486,940	
Connection Charge Account	1,511,000	
Special Assessment Program	2,022,000	
Construction 30M W&S 98 Bond Issue	1,488,000	
Total for Major Components	<u>\$14,507,940</u>	
Total All Programs		<u><u>\$207,316,509</u></u>

FY 1998-99 Proposed Capital Budget

Revenues and Appropriations by Category

	Criminal	Environ.	Fire	General	
<u>Revenues</u>	<u>Justice</u>	<u>Land & Bchs.</u>	<u>Rescue</u>	<u>Gov't</u>	<u>Libraries</u>
Taxes (Ad Valorem)	\$0	\$0	\$0	\$9,097,309	\$0
Interest	387,236	624,700	240,255	2,361,100	146,500
Gas Tax	0	0	0	0	0
Assessments	0	0	0	0	0
Impact Fees	800,000	0	802,000	1,400,000	556,000
Bond Proceeds	0	0	0	15,000,000	0
Other	0	7,003,619	1,148,157	1,436,323	402,435
Statutory Reserves	(43,543)	(31,235)	(52,111)	(633,204)	(35,075)
Balances Forward	13,348,513	19,794,117	7,774,726	73,875,988	3,269,500
Total Revenues	\$14,492,206	\$27,391,201	\$9,913,027	\$102,537,516	\$4,339,360

Appropriations

Projects	\$9,883,685	\$12,148,809	\$7,908,124	\$95,774,145	\$548,459
Transfers	700,000	0	0	400,000	0
Reserves	3,908,169	15,242,392	2,004,903	6,332,561	3,790,901
Debt Service Expense	352	0	0	30,810	0
Total Appropriations	\$14,492,206	\$27,391,201	\$9,913,027	\$102,537,516	\$4,339,360

FY 1998-99 Proposed Capital Budget
Revenues and Appropriations by Category

<u>Parks</u>	<u>Road Program</u>	<u>Street & Drainage</u>	<u>Airports Projects</u>	<u>Water Utility Projects</u>	<u>Mass Transit Projects</u>	<u>Total</u>
\$0	\$0	\$0	\$0	\$0	\$0	\$9,097,309
2,615,000	5,180,000	454,400	1,626,000	1,160,000	0	14,795,191
0	28,134,000	0	0	0	0	28,134,000
0	0	672,900	0	1,736,000	0	2,408,900
6,543,000	17,634,619	0	0	0	0	27,735,619
0	15,810,000	0	0	0	0	30,810,000
4,049,323	9,802,910	8,786	28,923,434	52,974,600	11,263,000	117,012,587
(457,900)	(2,449,250)	(56,365)	0	0	0	(3,758,683)
54,733,446	121,616,253	8,874,609	33,683,732	81,862,985	130,000	418,963,869
\$67,482,869	\$195,728,532	\$9,954,330	\$64,233,166	\$137,733,585	\$11,393,000	\$645,198,792
\$47,575,129	\$78,415,698	\$1,826,327	\$29,225,487	\$91,464,645	\$11,393,000	\$386,163,508
917,826	3,115,623	0	14,793,164	31,761,000	0	51,687,613
18,989,914	114,197,211	8,128,003	20,214,515	14,507,940	0	207,316,509
0	0	0	0	0	0	31,162
\$67,482,869	\$195,728,532	\$9,954,330	\$64,233,166	\$137,733,585	\$11,393,000	\$645,198,792

FY 1998-99 Capital Budget
Projects Funded from Other Than Countywide Ad Valorem Revenues

Department/Project	Previous Funding	Requested Amount	Approved Project Funding	Future Funding	Estimated Total Cost
County Cooperative Extension Service					
Mounts Botanical Garden	0	0	0	TBD	0
Community Services					
Computer Database Management System (CMS)	500,000	700,000	450,000	1,400,000	2,600,000
North County Senior Center Impr & Expand	0	810,000	250,000	0	810,000
Engineering - Other					
Limestone Creek Area Imp.		250,000	250,000		250,000
Military Trail Drainage Outfall		50,000	50,000		50,000
Boca Club Bridge Repair		271,500	271,500		271,500
Wallis Road Area Improvements		20,000	45,000		45,000
Total Engineering	0	591,500	616,500	0	616,500
Environmental Resources Management					
Beach Project Funding Support	1,200,000	600,000			1,800,000
Total Environmental Resources Management	1,200,000	600,000	0	0	1,800,000
Facilities - Services Divisions					
Communications					
Fire System Upgrade Stockade	0	46,000	46,000	84,000	130,000
Security Judicial Crthse Upgrade	0	191,000	191,000	0	191,000
Tele System Bldg 504-506	0	48,000	48,000	0	48,000
Tele System Enhancements Var	0	73,000	25,000	0	73,000
Tele System Headstart	0	35,000	35,000	0	35,000
Tele System Morikami	0	45,000	45,000	0	45,000
Tower Repair W Cty EMS	0	100,000	100,000	0	100,000
Year 2000 Public Bldg Mods	0	942,000	942,000	0	942,000
Facilities Management					
Energy Conservation Measures	285,000	141,000	141,000	500,000	926,000
Weatherproofing Countywide	35,000	110,000	110,000	500,000	645,000
Animal C&C HVAC Replacement	0	55,000	55,000	0	55,000
Animal C&C Painting	0	110,000	110,000	0	110,000
Belle Glade Health Chiller Replacement	0	55,000	55,000	0	55,000
Belle Glade Health Clinic A/C	244,750	97,500	97,500	0	342,250
CJC Single Cell Air Handler E Tower	0	60,000	60,000	0	60,000
CJC Chiller Replace (Gun Club)	600,000	300,000	300,000	0	900,000
CJC Painting D Tower Interior	0	100,000	100,000	0	100,000
Countywide Emerg Genr Mont Sys	0	40,000	15,000	0	40,000
Govt Ctr Elect Upgrade	0	85,000	85,000	0	85,000
Govt Ctr Garage Elevator Brakes	0	40,000	40,000	0	40,000
NE Health Dept HVAC Sys Upgrade	0	124,000	124,000	0	124,000
S Bay CAC HVAC Upgrade	0	30,000	30,000	0	30,000
Total Facilities - Services Divisions	1,164,750	2,827,500	2,754,500	1,084,000	5,076,250

FY 1998-99 Capital Budget
Projects Funded from Other Than Countywide Ad Valorem Revenues

Department/Project	Previous Funding	Requested Amount	Approved Project Funding	Future Funding	Estimated Total Cost
Facilities - Public Buildings, CJC & Land					
FD&O Land Acquisition	250,000	50,000	50,000	250,000	550,000
Reroofing Program - 99	450,000	335,000	335,000	2,110,000	2,895,000
Renovations Various Facilities - 99	100,000	75,500	9,500	700,000	875,500
North Cty Senior Ctr Sewer Upgrade	0	50,000	50,000	0	50,000
Stockade Kitchen	170,000	300,000	300,000	0	470,000
Total Public Buildings	970,000	810,500	744,500	3,060,000	4,840,500
Public Safety					
Disaster Systems - Public Safety	200,000	200,000	150,000	1,000,000	1,400,000
Victim Services Renovation	0	25,000	25,000	0	25,000
Highridge-Darainage & Security	0	50,000	50,000	0	50,000
Total Public Safety	200,000	275,000	225,000	1,000,000	1,475,000
Information Systems Projects					
CJIS Computer System	11,074,069	3,365,244	2,915,244	3,209,883	17,649,196
CJIS/CIVIS Computer Equipment	6,200,000	1,525,100	1,025,100	1,641,300	9,366,400
GIS Computer System	3,905,000	225,000	225,000	300,000	4,430,000
WAN Information Highway	6,765,160	3,100,000	1,600,000	4,750,000	14,615,160
Millennium Project/Year 2000	1,500,000	1,208,000	958,000	500,000	3,208,000
Total Information Systems Projects	29,444,229	9,423,344	6,723,344	10,401,183	49,268,756
Non-Departmental Projects					
Industrial Hygiene Asbestos Abatement	418,891	0		0	418,891
Industrial Hygiene Lead Compliance	162,000	0		0	162,000
Environmental Cleanup	2,344,001	0		0	2,344,001
Total Non-Departmental Projects	2,924,892	0	0	0	2,924,892
Parks & Recreation					
Commission District Reserves-99	7,700,000	1,400,000			9,100,000
North County/FIND land exchange (Juno Park)	300,000	150,000		1,050,000	1,500,000
Total Parks & Recreation	8,000,000	1,550,000	0	1,050,000	10,600,000
Total Ad Valorem Funded Projects	44,403,871	17,587,844	11,763,844	17,995,183	80,011,898
Funding Available from projected excess interest earnings		Interest	(1,000,000)		
Reserves, balance forward which can be used to offset FY 1999		Res's & BF	(2,200,000)		
Ad Valorem		Stat Reserve	533,465		
Gross Ad Valorem Funding Required			<u>9,097,309</u>		

FY 1998-99 Capital Budget
Projects Funded from Other Than Countywide Ad Valorem Revenues

Department/Project	Previous Funding	Requested Amount	Approved Project Funding	Future Funding	Estimated Total Cost
County Cooperative Extension Service					
Mounts Botanical Garden	0	0		15,000,000	15,000,000
Facilities - Services Divisions					
Fleet Management					
Canopy Roof-Specialty Equipment Shop	0	15,000	15,000	0	15,000
Heavy Equipment Shop-27,000 lb Lift & Acc	0	35,000	35,000	0	35,000
Communications					
800 MHz Trunked Radio System	12,951,291	15,000,000	15,000,000	2,405,425	30,356,716
Courthouse CCTV Expansion	0	39,500	39,500	0	39,500
Tele System S Cty Aquatics *	0	33,000	33,000	0	33,000
Facilities Management					
Govt Ctr Garage Reseal 1st/Top flrs *	0	125,000	125,000	0	125,000
Total Facilities - Services Divisions	12,951,291	15,247,500	15,247,500	2,405,425	30,604,216
Facilities - Public Buildings & Land					
Var Fac Imp/Const Off & State Agenc *	0	100,000	100,000	50,000	150,000
N Cty Senior Center Sewer Upgrade (AV=50)	0	100,000	100,000		100,000
CJC Space Plan Reallocation Study (AV=60)	0	10,000	10,000		10,000
Stockade Kitchen (AV=300)	0	1,500,000	1,500,000		1,500,000
Govt Ctr Garage Equipment Purchase *	0	136,000	136,000	0	136,000
Total Public Buildings	0	1,846,000	1,846,000	50,000	1,896,000
ERM - Environmental Lands & Beach Improvements					
Environmentally Sensitive Land Projects					
Nat Areas Management Field Station	0	600,000	600,000	150,000	750,000
Bee Line Corridor	50,000	0		0	50,000
Delray Oaks Natural Area	3,470,831	0		0	3,470,831
Fox Property	599,105	0		0	599,105
Frenchman's Forest Natural Area	6,255,157	0		0	6,255,157
High Ridge Scrub	0	0		0	0
Juno Hills Natural Area	42,775,882	0		0	42,775,882
Jupiter Ridge Natural Area	23,721,638	0		0	23,721,638
Knob Jill Natural Area	72,864	0		0	72,864
Limestone Creek	0	0		0	0
Loxahatchee River Natural Area	1,401,333	0		0	1,401,333
Loxahatchee Slough Natural Area	29,407,532	0		0	29,407,532
Pope JP/IBM/Potomac	28,917	0		0	28,917
Prosperity Oaks	10,545	0		0	10,545
Pal-Mar (Corbett Buffer)	50,641	0		0	50,641
Rosemary Scrub Natural Area	703,750	0		0	703,750
Royal Palm Beach Pines Natural Area	6,322,209	0		0	6,322,209
Seacrest Scrub Natural Area	2,346,530	0		0	2,346,530
Water Catchment Buffer	1,281	0		0	1,281
Singer Island Seagrasslands	85,000	0		0	85,000
Unit 11	1,187,704	0		0	1,187,704
Yamato Scrub Natural Area	10,794,372	0		0	10,794,372
BLM	71,500	0		0	71,500
Cost of Issuance	1,892,207	0		0	1,892,207

FY 1998-99 Capital Budget
Projects Funded from Other Than Countywide Ad Valorem Revenues

Department/Project	Previous Funding	Requested Amount	Approved Project Funding	Future Funding	Estimated Total Cost
ESL Program Reserves	0	6,249,000	6,249,000	1,844,549	8,093,549
Total ESL Program Projects	131,248,998	6,849,000	6,849,000	1,994,549	140,092,547
Beach Improvement Program Projects					
Coral Cove Dune Restoration - III	34,500	11,000	11,000	306,000	351,500
Jupiter/Carlin Shore Protection - 95	3,884,638	50,000	50,000	50,000	3,984,638
Jupiter/Carlin Shore Protection - #2	155,000	160,000	160,000	5,134,000	5,449,000
Jupiter/Carlin Dune Restoration - #2	171,311	10,000	10,000	50,000	231,311
Delray Beach Shore Protection - 99	61,716	255,000	255,000	4,440,000	4,756,716
Ocean Ridge Shore Protection	7,113,167	160,000	160,000	660,000	7,933,167
Ocean Ridge Dune Restoration	108,000	15,000	15,000	55,000	178,000
Ocean Ridge/Gulfstream Dune Restoration	0	10,000	10,000	390,000	400,000
Riviera Beach Dune Restoration #2	22,650	115,000	115,000	50,000	187,650
Lake Worth Inlet Management	80,000	30,000	30,000	150,000	260,000
South Boca Raton Shore Prot - 2000	216,160	22,000	22,000	110,000	348,160
North Boca Raton Shore Prot	15,065	152,000	152,000	110,000	277,065
Palm Beach Midtown Shore Protection	695,382	2,000	2,000	1,778,000	2,475,382
Singer Island Breakwater	1,524,014	80,000	80,000	185,000	1,789,014
Juno Beach Shore Prot.	1,188,728	11,960,000	TBD	680,000	13,828,728
ICW Beach Sand	419,125	15,000	15,000	95,000	529,125
Shoreline Protection Prog. Activities	1,201,149	122,672	122,672	819,207	2,143,028
Palm Beach/South Palm Dune Restoration	257,985	75,000	75,000	100,000	432,985
Phipp's Park/Par 3 (PB South Shore Prot)	277,985	5,000	5,000	1,425,000	1,707,985
Lake Worth Dune Restoration	98,240	7,000	7,000	33,000	138,240
Emergency Beach Projects	220,000	120,000	120,000	600,000	940,000
South Inlet Park Dune Restoration	65,000	5,000	5,000	25,000	95,000
South Lake Worth Inlet Management	50,000	30,000	30,000	150,000	230,000
Reserves Beach Improvement	0	(597,088)	(597,088)	0	(597,088)
Total Beach Projects	17,859,815	12,814,584	854,584	17,395,207	48,069,606
Sheriff					
Car Replacements	17,860,000	0		15,000,000	32,860,000
Total Sheriff	17,860,000	0	0	15,000,000	32,860,000
Parks & Recreation					
North County Pier	2,389,972	127,000	127,000	0	2,516,972
Ocean Cay Design & Development	1,600,000	600,000	600,000	0	2,200,000
Light Harbor Design & Development	3,480,000	650,000	650,000	200,000	4,330,000
Loggerhead Park Improvements	200,000	200,000	200,000	0	400,000
Okeeheelee Golf Course Improvements	820,000	250,000	250,000	0	1,070,000
Dist Park "B"/West Boynton	1,757,000	680,000	680,000	500,000	2,937,000
John Prince Park/Admin Building	100,000	500,000	500,000	0	600,000
Dist Park "F" (Acreage) Land Acq.	473,770	177,000	177,000	3,400,000	4,050,770
Cholee Park/Infrastructure Improvements	842,000	200,000	200,000	5,671,000	6,713,000
John Prince Park Improvements	500,000	300,000	300,000	200,000	1,000,000
Lake Lytal Pool/Facility Enhancement	280,000	150,000	150,000	0	430,000
Dist Park "A" Aquatic Complex	2,500,000	500,000	500,000	0	3,000,000
Public Golf Course/Dyer Park	0	100,000	100,000	2,654,000	2,754,000
Peanut Island Design & Development	2,784,316	400,000	400,000	600,000	3,784,316

FY 1998-99 Capital Budget
Projects Funded from Other Than Countywide Ad Valorem Revenues

Department/Project	Previous Funding	Requested Amount	Approved Project Funding	Future Funding	Estimated Total Cost
Caloosa Park In-Line Skating Complex	380,000	250,000	250,000	0	630,000
Morikami Park Area Improvements	3,302,560	500,000	500,000	1,250,000	5,052,560
Dist Park "B" \ W. Boynton Desgn & Dev.	600,000	920,000	920,000	400,000	1,920,000
So Cty Regional Pk. (Parcel A)/Phase I	1,448,000	750,000	750,000	7,226,000	9,424,000
Land Acquisition-Park Zone 3	200,000	250,000	250,000	1,200,000	1,650,000
Aquacrest Pool/Facility Enhancement	320,000	150,000	150,000	0	470,000
West Boca District "E"	0	2,020,000	2,020,000	1,594,000	3,614,000
Total Parks & Recreation	23,977,618	9,674,000	9,674,000	24,895,000	58,546,618
County Library					
West Boynton Beach Branch Expansion	0	1,200,000	1,200,000	0	1,200,000
Main Library UPS	0	55,000	0	55,000	110,000
Main Library Parking Lot Lights	0	140,000	140,000	0	140,000
Main Library HVAC	0	225,000	0	225,000	450,000
Main Library Re-Roofing	0	250,000	250,000	0	250,000
Total County Library	0	1,870,000	1,590,000	280,000	2,150,000
Fire Rescue					
Boca Point - Temporary Station	0	375,000	375,000	0	375,000
Contamination Cleanup-Wells @ 51 & 25	0	20,000	20,000	0	20,000
Hagan Ranch Fire Station	0	1,041,179	1,041,179	0	1,041,179
Loggers Run Fire Station	319,518	1,162,597	1,162,597	0	1,482,115
Fire Station 33-Replace Parapet Walls	0	40,000	40,000	0	40,000
Fire Station 29-West Acreage	0	100,000	100,000	1,093,238	1,193,238
Total Fire Rescue	319,518	2,738,776	2,738,776	1,093,238	4,151,532
Engineering - Road Program					
Details Being Developed For BCC Approval		54,881,000	54,881,000	0	0
Reserves for		9,000	9,000	92,000	101,000
Transfer to Road Maintenance		2,000,000	2,000,000	8,000,000	10,000,000
Transfer to Mass Transit	2,512,000	530,000	530,000	0	3,042,000
Total Roads	2,512,000	57,420,000	57,420,000	8,092,000	13,143,000
Engineering - MSTU Street & Drainage					
Operating Expenses		3,000	3,000		0
Capital Equipment		1,352,000	1,352,000		0
Reserves		6,996,000	6,996,000		0
Total Capital Maintenance	0	8,351,000	8,351,000	0	0
Airports					
Equipment - Operations				0	0
Equipment - Administration				0	0
Equipment - Maintenance				0	0
Equipment - Crash Fire Rescue				0	0
Planning				0	0
Terminal Maintenance				0	0
PBIA GA apron rehab B, D, and E		7,330,000	7,330,000	0	7,330,000
PBIA Land Acquisition (556-121-A187 & A208)	5,427,979	7,084,616	7,084,616	0	12,512,595
P-Parking Booths/Computers		800,000	800,000	0	800,000

FY 1998-99 Capital Budget
Projects Funded from Other Than Countywide Ad Valorem Revenues

Department/Project	Previous Funding	Requested Amount	Approved Project Funding	Future Funding	Estimated Total Cost
Intermodal Study		500,000	500,000	0	500,000
Outer Perimeter Road PH II	800,000	1,835,000	1,835,000	0	2,635,000
P-Landside Signage	800,000	791,666	791,666	0	1,591,666
P-Soundproof Resid/Comm	1,742,474	575,000	575,000	0	2,317,474
P - RPZ Land Acquisition		3,250,000	3,250,000	0	3,250,000
Total Airports	8,770,453	22,166,282	22,166,282	0	30,936,735
Mass Transit					
Intermodal Transit Facility	4,027,931	0		3,000,000	7,274,835
Total Mass Transit	4,027,931	0	0	3,000,000	7,274,835
Water Utilities					
Water Treatment Plant # 2		1,000,000	1,000,000	0	1,000,000
Water Treatment Plant # 3		1,500,000	1,500,000	4,000,000	5,500,000
Water Treatment Plant # 8		1,000,000	1,000,000	43,000,000	44,000,000
Water Treatment Plant # 9		30,000,000	30,000,000	17,000,000	47,000,000
System-Wide Improvements - Water		3,000,000	3,000,000	15,570,000	18,570,000
System-Wide Improvements - Waste Water		5,000,000	5,000,000	25,000,000	30,000,000
Other Building Improvements		2,100,000	2,100,000	500,000	2,600,000
General - Other		3,250,000	3,250,000	11,750,000	15,000,000
Water Reclamation Projects		7,450,000	7,450,000	14,000,000	21,450,000
Special Assessment Program		1,000,000	1,000,000	5,000,000	6,000,000
Total Water Utilities	0	55,300,000	55,300,000	135,820,000	191,120,000
Total Non Countywide Ad Valorem Projects	219,527,624	194,277,142	182,037,142	225,025,419	575,845,089
Grand Totals All Projects	263,931,495	211,864,986	193,800,986	243,020,602	655,856,987

SUMMARY OF AD VALOREM FUNDING FOR CAPITAL

Recreation Assistance Program	1,275,000
Beach Improvement Program	600,000
General Capital	9,097,309
Total Countywide	10,972,309
Fire Rescue	875,157
County Library	402,000
Total	12,249,466

Impact of Capital Projects on the Operating Budget

The operating budget will increase by \$2,069,935 and 34 positions in FY 1998-99 due to the impact of capital projects. The additions are in the following Departments:

Environmental Resources Management

In 1991 the voters of Palm Beach county approved a referendum for a \$100 million dollar bond issue to purchase environmentally sensitive lands within the County. After the purchase of these lands, additional capital funds are expended to prepare some sites for public access as a nature preserve. Thereafter, operating and other funds are required to maintain them and provided public amenities at selected locations. In FY 1998-99 ERM has added two positions and \$153,468 for natural areas management activities on newly acquired environmentally sensitive lands. These positions are entirely funded with interest earned on donations to the Stewardship Endowment Fund.

Facilities Development & Operations

The Department's budget will increase by \$318,502 and two positions in FY 1998-99 due to capital projects. The new positions have been approved to cover new facilities in the North Region and this plus additional contractual services and equipment and tools will add \$239,135 to that regions budget. This cost will not be offset by additional revenues. A further \$63,167 is required in the South Region in additional contractual services and equipment for new facilities in that region and new and updated telephone systems within County operations will add \$15,200 in additional maintenance expense. The annualized cost of the new positions in the North Region will be \$54,192.

Fire Rescue

A new permanent fire station in the West Boca area will come on line in FY 1998-99 which will add \$406,215 and 12 new firefighters to the department's budget. This new station will provide reductions in the over 8 minute response time in that area.

Parks and Recreation

Capital projects are responsible for increasing Parks & Recreation's budget by \$1,021,750 and 16 positions in FY 1998-99. The 16 positions and \$896,000 are required to operate Ocean Cay Park, Lake Lytal Pool, Peanut Island and South County Aquatic Center, all recently opened or scheduled to open during the year. User fees of \$800,000 are expected to help offset some of this additional expense. Additional maintenance costs at other new properties will add \$125,750 to the operating budget. The annualized cost of the additions is \$1,021,995

Public Safety

The new Emergency Operations Center was opened in late FY 1997-98 and FY 1998-99 will have a full year of additional operating expense plus two new positions at an annualized cost of \$170,000. The new positions are entirely grant funded.

Estimated Operating Impact of Capital Projects
FY 1998-99 Through FY 2003-04
(in thousands)

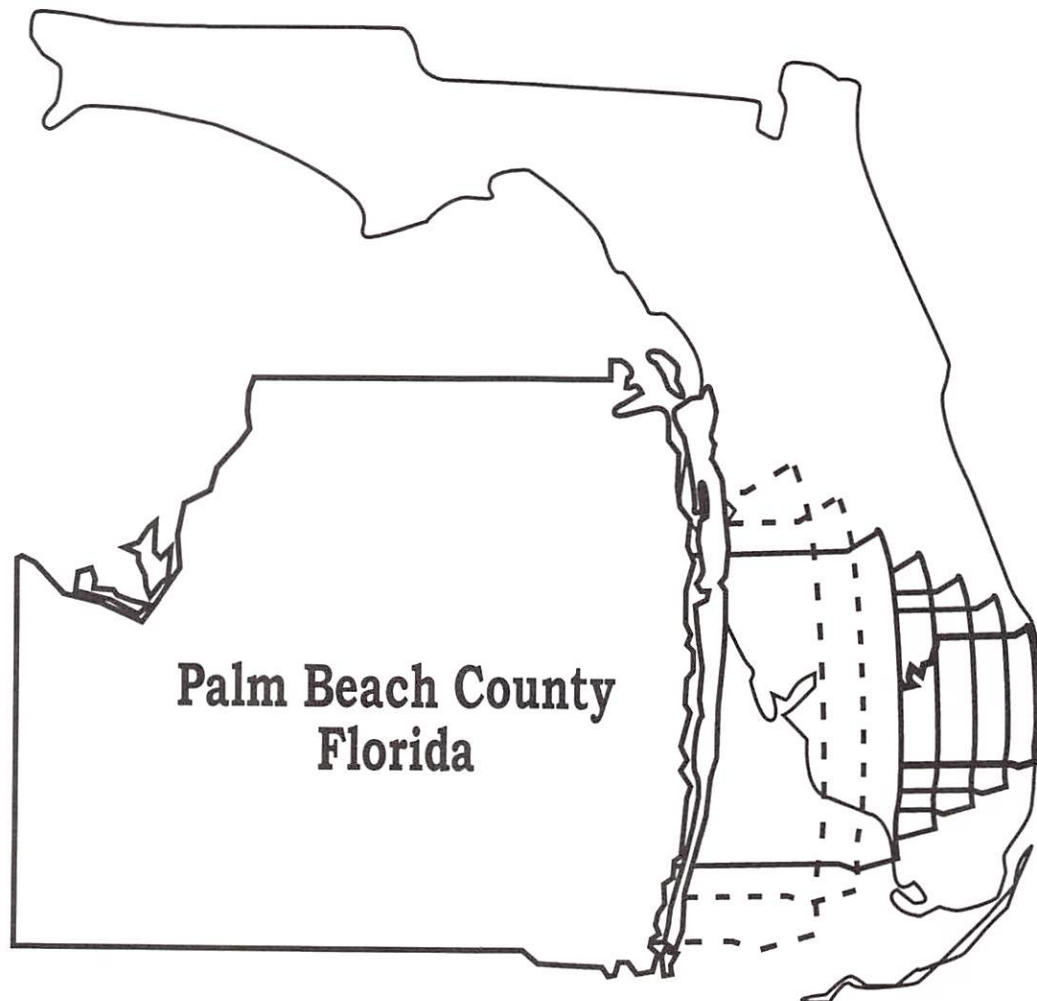
	<u>FY 98-99</u>	<u>FY 99-00</u>	<u>FY 00-01</u>	<u>FY 01-02</u>	<u>FY 02-03</u>	<u>FY 03-04</u>
<u>County Cooperative Extension Service</u>						
Mounts Botanical Garden-Phase I	<u>0</u>	<u>0</u>	<u>65</u>	<u>146</u>	<u>150</u>	<u>155</u>
Total	0	0	65	146	150	155
<u>County Library</u>						
West Boynton Beach Branch Expansion	<u>0</u>	<u>461</u>	<u>469</u>	<u>483</u>	<u>497</u>	<u>512</u>
Total	0	461	469	483	497	512
<u>Environmental Resources Management</u>						
Environmentally Sensitive Lands	<u>153</u>	<u>158</u>	<u>163</u>	<u>168</u>	<u>173</u>	<u>178</u>
Total	153	158	163	168	173	178
<u>Facilities Devel. & Operations</u>						
Tele System Enhancements-Various	16	34	35	36	59	95
Supervisor of Elections-New Facility	0	0	77	86	89	92
County Industrial Facility	0	0	0	0	0	309
Add'l North County Facilities	239	246	254	261	269	277
Add'l South County Facilities	63	65	67	69	71	73
Energy Conservation Measures	0	(14)	(15)	(15)	(16)	(16)
800 MH2 Trunked Radios	0	376	505	687	721	757
800 MH2 Towers	<u>0</u>	<u>30</u>	<u>32</u>	<u>35</u>	<u>37</u>	<u>37</u>
Total	319	737	955	1,160	1,231	1,623
<u>Fire-Rescue</u>						
Loggers Run Fire Station	406	692	713	734	756	779
Hagen Ranch Fire Station		406	692	713	734	756
West Wellington Fire Station			408	709	731	753
Station #29-West Acreage				408	709	731
Station 53 Headquarters					408	709
West Lantana Firestation						<u>410</u>
Total	406	1,098	1,812	2,564	3,338	4,138

Estimated Operating Impact of Capital Projects
FY 1998-99 Through FY 2003-04
(in thousands)

	<u>FY 98-99</u>	<u>FY 99-00</u>	<u>FY 00-01</u>	<u>FY 01-02</u>	<u>FY 02-03</u>	<u>FY 03-04</u>
<u>Parks & Recreation</u>						
South County Regional Park		92	95	98	101	104
South County Aquatic Complex	675	695	716	738	760	783
Jupiter Farms District Park "C"		30	31	32	33	34
Lake Lytal Pool/Facility Enhancement	71	71	73	75	78	80
Dyer Park			36	37	38	39
Various Facilities-Maintenance	36	37	38	39	41	42
Jupiter Beach Park		0	20	21	21	22
Peanut Island - Phase I & II	52	89	92	94	97	100
Ocean Cay Park	98	101	135	139	143	148
District Park A - Aquatic Complex		445	458	472	486	501
Morikami Park Improvements		100	103	106	109	113
John Prince Park Improvements		30	31	32	33	34
Okeeheelee Athletic Field Improvements		5	5	5	5	6
Tele System South Cty Aquatics Ctr		2	2	2	2	2
Aquacrest Pool Expansion		71	73	75	78	80
Caloosa Hockey Rink Improvements	6	25	26	27	27	28
North County Pier	84	84	84	86	89	91
S. County Regional Rec. & Aquatics Ctr.		75	255	263	281	281
Coral Cove Park		180	189	199	210	210
District Park B		250	250	250	250	250
Riverbend/Reese Groves		100	100	100	100	100
Carlin Park Improvements			<u>99</u>	<u>105</u>	<u>111</u>	<u>111</u>
Total	<u>1,022</u>	<u>2,482</u>	<u>2,911</u>	<u>2,995</u>	<u>3,093</u>	<u>3,157</u>
<u>Public Safety</u>						
Diaster Systems-EMS Upgrade		0	0	0	0	(2)
Victim Services Case Management		0	0	0	20	21
Emergency Operations Center	<u>170</u>	<u>175</u>	<u>180</u>	<u>186</u>	<u>191</u>	<u>197</u>
Total	<u>170</u>	<u>175</u>	<u>180</u>	<u>186</u>	<u>211</u>	<u>216</u>

Grand Total	<u><u>2,070</u></u>	<u><u>5,111</u></u>	<u><u>6,555</u></u>	<u><u>7,701</u></u>	<u><u>8,693</u></u>	<u><u>9,979</u></u>
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Debt Service



Debt Service Overview

This section of the Budget Document provides comprehensive information regarding Palm Beach County's Debt Service (principal and interest related to long-term debt) for FY 1998-99, and in future years.

Bond Issues and Other Debt Outstanding

The following table shows that there are currently thirty-six County bond issues and installment debt outstanding. Six are General Obligation issues, twenty are Non-Self Supporting Revenue bonds and installment debt, and ten are Self-Supporting Enterprise issues. At original issue, total debt is \$1,335.2 million. Including Solid Waste Authority, the total outstanding debt includes forty-one issues with an original issue value of \$1,815.8 million.

FY 1998-99 Debt Service

The next table shows that the FY 1998-99 funding requirement is \$94.1 million for County debt. This amount includes interest payments, principal, and fiscal charges on the debt.

Debt Service Requirements After FY 1998-99

The third table in this section summarizes Debt Service requirements after FY 1998-99, based on currently outstanding County bond issues and other debt. The amounts are as follows:

FY 1999-00	-	\$ 89.6 million
FY 2000-01	-	\$ 88.0 million
FY 2001-02	-	\$ 87.3 million
FY 2002-03	-	\$ 83.9 million
FY 2003-04	-	\$ 83.9 million
Future	-	\$ 798.0 million

Ratios

The table in this section provides a variety of statistical information, expressing the County's Debt Service in terms of ratios. Based on these ratios, Palm Beach County is in a healthy debt capacity position.

**Summary of Outstanding Bond Issues and Installment Debt
as of October 1, 1998**

<u>Issue</u>	<u>Purpose</u>	<u>Amount Issued</u>	<u>Issue Date</u>	<u>Maturity Date</u>	<u>Amount Outstanding</u>
<u>General Obligation Debt</u>					
50M ESL Bond, Series 1994	Acquisition of environmentally sensitive lands	\$50,000,000	12/20/94	12/1/14	\$15,805,000
50M ESL Bond, Series 1991	Acquisition of environmentally sensitive lands	50,000,000	10/15/91	10/1/06	8,705,000
Refunding Bonds, Series 1994A	To pay cost of issuance of Series A and B bonds	1,950,000	2/1/94	7/1/99	415,000
Refunding Bonds, Series 1994B	Refund outstanding Bond issue for acquisition and improvement of beach and park sites and acquisition of environmentally sensitive lands	57,440,000	2/1/94	7/1/11	48,170,000
Refunding Bonds Series 1993	Refund 30M Park issue 1987 for Countywide regional park improvements	23,375,000	6/15/93	7/1/02	11,880,000
Refunding Bonds, Series 1998	Refund portion of Series 1991 & 1994 GO Bonds for acquisition of environmentally sensitive lands	<u>45,625,000</u>	04/01/98	12/01/14	<u>45,625,000</u>
Total - General Obligation Bonds		<u>228,390,000</u>			<u>130,600,000</u>
<u>Non Self-Supporting Revenue Bonds</u>					
Glades Health Facility Bonds	Construction and improvements to a Health Department Clinic in the Glades	1,000,000	11/28/84	9/1/04	420,000
Pooled Financing (Sunshine Pool - 2 issues)	Land acquisition; construction and improvements to various general government and Fire-Rescue buildings	50,875,000	5/1/87	5/1/16	25,745,000
		10,000,000	5/31/88	7/1/04	5,060,000
Criminal Justice Facilities Bonds-Series 1990	Construction of Judicial Center and Detention Facility	233,620,000	6/15/90	6/1/15	51,685,000
Airport Centre Rev Bonds-1992	Purchase Airport Centre Building Complex	10,470,000	11/1/92	8/1/13	8,740,000
Crim Justice Fac Refunding Bonds-Series 1993	Partial refunding of 233M issue series 1990 for construction of CJC facilities	117,485,000	5/15/93	6/1/11	115,760,000
Revenue Refunding Bonds-1993	Refund Series 1986 Public Improv. Bonds	26,515,000	4/1/93	10/1/06	17,740,000
Admin Complex Rev Ref-1993	Refund Public Building Corp Series 1986	22,245,000	5/5/93	6/1/11	17,745,000
Beach Acquisition Rev Ref-1993	Refund Beach Acquisition Series 1986	30,730,000	8/12/93	11/1/07	23,200,000
Crim Justice Facilities Bonds-Series 1994	Construction of Criminal Justice Facilities	26,380,000	4/1/94	6/1/15	23,490,000
Public Improvement Rec. Fac. Rev Bonds, Ser 1994	Construction and development of a public Golf Course	8,585,000	7/15/94	7/1/14	7,835,000

**Summary of Outstanding Bond Issues and Installment Debt
as of October 1, 1998**

<u>Issue</u>	<u>Purpose</u>	<u>Amount Issued</u>	<u>Issue Date</u>	<u>Maturity Date</u>	<u>Amount Outstanding</u>
Non-Ad Valorem Rev Bonds Series 1995	Purchase vehicles for Sheriff Dept. & computer equipment	9,375,000	1/31/95	1/1/99	1,755,000
Public Improvement Rev. Bonds, Series 1995	Judicial Center Parking Facilities	15,175,000	12/1/95	11/1/15	14,230,000
Stadium Facilities Construction of Revenue Bond, Series 1997	Spring Training Baseball Stadium	28,010,000	12/1/96	12/1/16	27,125,000
Criminal Justice Fac. Refunding Bonds, Series 1997	Partial refunding of 233M issue series 1990 for construction of CJC facilities	32,775,000	8/1/97	6/1/13	32,655,000
Parks & Recreation Fac. Revenue Bonds, Series 1996	Acquisition & Construction of Parks & Recreation Facilities	26,300,000	9/1/96	11/1/16	25,490,000
Revenue Improvement Bonds, Series 1997	Construction of N. County Courthouse and Sheriff's Motor Pool	<u>22,245,000</u>	12/01/97	12/01/17	<u>22,245,000</u>
Total - Non Self-Supporting Revenue Bonds		<u>671,785,000</u>			<u>420,920,000</u>
<u>Non Self-Supporting Installment Purchases</u>					
Sheriff Vehicle Loan-96	Purchase vehicles and equipment for Sheriff Dept.	4,300,000	5/7/96	5/17/99	1,017,867
Sheriff Vehicle Loan-97	Purchase vehicles for Sheriff Dept.	5,000,000	3/18/97	03/18/00	2,597,799
Sheriff Vehicle Loan-98	Purchase vehicles and equipment	<u>2,800,000</u>	04/08/98	04/01/01	<u>2,362,733</u>
Total - Non Self-Supporting Installment Purchases		<u>12,100,000</u>			<u>5,978,399</u>
<u>Self-Supporting Revenue Bonds</u>					
Water & Sewer System Series 1985	Provide funding for buyout of South Palm Beach Utilities	18,645,000	6/13/85	10/1/11	14,845,000
Water & Sewer System-1986	Refund portion of Series 1984	59,530,000	11/1/86	10/1/98	2,325,000
Water & Sewer System Series 1989	Provide funding to assist in financing five year capital improvement program	38,000,000	07/1/89	10/1/98	1,595,000
Water & Sewer Revenue-1993A	Provide funding for capital expansion of existing water & sewer systems	15,000,000	8/31/93	10/1/13	13,465,000
Water & Sewer Revenue-1993B	Defease portion of series 1989 callable 10/1/98 in the amount of \$27,183,000.	29,875,000	8/31/93	10/1/09	28,720,000
Water & Sewer-1995	Provide funding for a portion of construction of certain addition to water & wastewater fac.	54,650,000	11/1/95	10/1/11	53,360,000
Water & Sewer-1998	Provide funding to assist in financing 5 year CIP	30,000,000	6/1/89	10/1/17	29,775,000

**Summary of Outstanding Bond Issues and Installment Debt
as of October 1, 1998**

<u>Issue</u>	<u>Purpose</u>	<u>Amount Issued</u>	<u>Issue Date</u>	<u>Maturity Date</u>	<u>Amount Outstanding</u>
Airport System Subordinated Indebtedness, Series 1989	Provide funding to pay expenses of Series 1991 Refunding Bonds	3,850,000	6/1/89	10/1/10	3,250,000
Airport System, Series 1991	Refund portion of Series 1984	94,815,000	9/30/91	10/1/10	92,510,000
Airport System, Series 1992	Refund Series 84; Improvements to Palm Beach International Airport	<u>90,690,000</u>	2/1/92	10/1/14	<u>68,770,000</u>
Sub-Total-Direct County Self -Supporting Debt		<u>435,055,000</u>			<u>308,615,000</u>
Solid Waste Authority Revenue Refunding Bonds, Series 1989	Provide funding for capital expansion of existing disposal systems	83,045,000	4/15/89	12/1/05	30,950,000
Solid Waste Authority Revenue Refunding Bonds, Series 1992	Refund portion of Series 1989: Retire 1991 bond anticipation note, provide capital funding	58,510,000	11/24/92	11/1/09	57,525,000
Solid Waste Revenue Refunding Bonds, Series 1997	Refund a portion of Series 1984 Bonds	266,590,000	03/15/97	12/01/10	266,590,000
Solid Waste Revenue Bonds, Series 1997	To fund a portion of the esrow for the refunding of Series 1984 Bonds	33,885,000	03/15/97	10/01/11	33,885,000
Solid Waste Note Payable 1997	To refund a portion of series 1984 Bonds and terminate swap with AIG	<u>38,565,000</u>	03/15/97	10/01/00	<u>38,565,000</u>
Sub-Total Solid Waste Authority		<u>480,595,000</u>			<u>427,515,000</u>
Total - Combined Self -Supporting Revenue Bonds		<u>\$915,650,000</u>			<u>\$736,130,000</u>
Sub-Total - All County Direct Budgetary Controlled Debt		<u>\$1,335,230,000</u>			<u>\$866,113,399</u>
Total - Combined All Debts		<u>\$1,815,825,000</u>			<u>\$1,287,650,000</u>

NOTE: Solid Waste Authority is responsible for the issuance and control of their debt requirements. As a result of a change in State law, the Palm Beach County Board of County Commissioners now has oversight responsibility over the Solid Waste Authority and accordingly, the Solid Waste Authority is now included in the County's Comprehensive Annual Financial Report.

Debt Service Summary by Function

<u>Fund</u>	<u>Amount</u>	<u>General Government</u>	<u>Physical Environment</u>	<u>Transportation</u>	<u>Principal</u>
45.62M GO Ref, 1998	\$3,558,294	\$2,078,294			\$1,480,000
50M ESL, 1994	2,520,332	900,332			1,620,000
23.375M Ref of 30M Park	3,304,900	544,900			2,760,000
50M ESL Bonds, 1991	2,563,323	583,323			1,980,000
59.39M Refunding GO 94	5,210,047	2,285,047			2,925,000
28.01M Professional Sports Fac	2,246,413	1,326,413			920,000
26.3M Parks Facilities, 1996	2,108,595	1,268,595			840,000
1M Glades Health Facility	81,000	21,000			60,000
9.375M Revenue Bond	1,801,594	46,594			1,755,000
10.47M Airport Centre	892,195	502,195			390,000
22.245M Revenue Improvement Bonds, 97	1,734,890	1,004,890			730,000
15.175M Judicial Ctr Garage	1,201,498	671,498			530,000
9.15M Okeeheelee Golf Course	765,915	440,915			325,000
30.73M Beach Bd Ref	2,969,621	1,084,621			1,885,000
26.515M Rev Refunding	2,756,900	881,900			1,875,000
233.6M Criminal Justice	10,333,650	3,673,650			6,660,000
117.485M CJC Refunding	6,482,183	6,097,183			385,000
26.38M CJC Completion	2,221,352	1,351,352			870,000
32.775M CJC Refunding	1,878,213	1,878,213			0
22.245M ADM Complex Ref	1,904,875	899,875			1,005,000
60.87M Sunshine Pool (1)	3,763,809	1,608,809			2,155,000
4.3M Sheriff Vehicles, 96	1,039,050	21,183			1,017,867
3.06M Sheriff Vehicles, 97	1,804,457	95,281			1,709,176
2.8M Sheriff Vehicles, 98	1,009,130	100,225			908,905
Water Utilities Bonds (3)	13,305,916		\$7,215,916		6,090,000
Airport Bonds (2)	16,665,725			\$11,465,725	5,200,000
SUB-TOTAL DIRECT COUNTY	94,123,877	29,366,288	7,215,916	11,465,725	46,075,948
Solid Waste Authority (3)	40,221,623		20,542,456		19,679,167
Total Combined	\$134,345,500	\$29,366,288	\$27,758,372	\$11,465,725	\$65,755,115

NOTE: The expenditures included in the General Government column represent only interest payments and fiscal charges on general obligation and non self-supporting debt.

The expenditures in the Physical Environment and the Transportation columns represent interest payments and fiscal charges on self-supporting debt. Water Utilities budgets the October 1, 2000, principal and interest projected in the current year; however, for financial statement purposes, it is recorded in the year of payment. Solid Waste Authority is added due to reporting entity concept.

The expenditures included in the Principal column represent payments of principal only for any County bonds.

(1) Two borrowings

(3) Six borrowings

(2) Four borrowings

Future Debt Service Requirements After FY 1998-99

Fiscal Year	General Obligation	Non Self- Supporting Revenue	Self- Supporting Revenue	Sub-Total Direct County Debt	Solid Waste Authority	Total Debt
1999-00	\$15,612,149	\$43,398,964	\$30,544,478	\$89,555,591	\$40,511,038	\$130,066,629
2000-01	15,599,134	41,897,428	30,511,806	88,008,368	40,509,599	128,517,967
2001-02	15,599,131	41,285,676	30,440,826	87,325,633	40,509,315	127,834,948
2002-03	12,184,965	41,202,845	30,471,314	83,859,124	40,510,637	124,369,761
2003-04	12,271,482	41,098,536	30,492,928	83,862,946	40,507,953	124,370,899
Future	91,002,718	403,162,103	303,796,937	797,961,758	391,895,411	1,189,857,169
Total	<u>\$162,269,579</u>	<u>\$612,045,552</u>	<u>\$456,258,289</u>	<u>\$1,230,573,420</u>	<u>\$594,443,953</u>	<u>\$1,825,017,373</u>

Note: This table includes only principle and interest on currently outstanding bond issues including certain installment purchases payable.

General Obligation Debt refers to tax supported bond issues.

Non Self-Supporting Revenue Debt refers to those bond issues and other debt which are supported from specific revenue sources other than property taxes or enterprise earnings. Examples of this category would include pledges of gas taxes, sales tax revenue, State revenue sharing or other non ad valorem revenues.

Self-Supporting Debt refers to the bonds of the County's enterprise operations which generate sufficient revenues to satisfy their own debt service needs. This category includes the County Airport and Water Utilities. Solid Waste Authority (another Enterprise operation) is added due to the reporting entity concept.

Debt Service Ratios

Ratios

The following table describes various debt ratios used to present and analyze the debt position and capabilities of the County.

Net Tax Supported Debt to Taxable Property Values

The first significant ratio is the ratio of net tax supported debt to taxable property values. This ratio indicates the proportion of tax supported debt (general obligation or voted debt), net of any debt service reserves, to the taxable values that can be assessed to support that debt.

Ratios in the range of 3% to 5% are considered acceptable. Palm Beach County currently has a ratio of .21%.

Net Tax Supported Debt per Capita

The second significant ratio is net tax supported debt per capita. This ratio indicates the net amount of tax support debt per person in the County.

Generally, per capita debt ratios of \$300 to \$500 are considered acceptable. Palm Beach County currently has a ratio of less than \$150 per person for outstanding bond issues.

Other Ratios

Two other significant ratios are the ratio of the annual debt service on tax supported debt to total government operating expenses; and, the ratio of the annual debt service on non-self-supporting revenue bonds to total governmental operating expenses.

These ratios indicate what proportion of the annual budget is going to debt service for governmental operations. The budget sum of these two ratios should be less than 10% which will gradually decrease as older issues are retired.

Restriction on Future Issuance of Non-Ad Valorem Debt

The County has covenanted in each fiscal year that its total non-self supporting debt service shall not exceed 50% of the non-ad valorem revenues of the County. Additionally, the County has covenanted that the aggregate principal amount of non-self supporting debt bearing a variable interest rate will not exceed 25% of the aggregate principal amount of non-self supporting debt.

These ratios for the FY 1999 Budget are 21% and 7.2%, respectively and decline over the next 5 years.

In summary, Palm Beach County continues to be in a very strong debt capacity position and appears to have untapped borrowing power for the future.

Debt Service Data

	<u>FY 1996-97</u> <u>Actual</u>	<u>FY 1997-98</u> <u>Estimated</u>	<u>FY 1998-99</u> <u>Budget</u>	<u>FY 1999-00</u> <u>Projected</u>	<u>FY 2000-01</u> <u>Projected</u>	<u>FY 2001-02</u> <u>Projected</u>	<u>FY 2002-03</u> <u>Projected</u>
Tax Supported Debt (Net)	\$143,400,000	\$134,880,000	\$130,600,000	\$119,835,000	\$110,145,000	\$100,005,000	\$89,295,000
Taxable Values (in \$1000's)	\$57,150,689	\$60,010,700	\$63,246,633	\$65,846,633	\$68,446,633	\$71,046,633	\$73,646,633
Ratio of Net Tax Supported Debt to Taxable Values	0.25%	0.22%	0.21%	0.18%	0.16%	0.14%	0.12%
Population Estimates	1,003,684	1,024,761	1,046,281	1,068,253	1,090,687	1,113,591	1,136,976
Net Tax Supported Debt per Capita	\$143	\$132	\$125	\$112	\$101	\$90	\$79
General Operating Expenditures	\$503,723,958	\$502,979,708	\$550,444,365	\$577,966,583	\$606,864,912	\$637,208,158	\$669,068,566
Annual Debt Service Tax Supported Debt	\$16,200,427	\$15,238,774	\$17,148,626	\$15,612,149	\$15,599,134	\$15,599,131	\$12,184,965
Ratio of Annual Debt Service on Tax Supported Debt to General Operating Expenditures	3.2%	3.0%	3.1%	2.7%	2.6%	2.4%	1.8%
Annual Debt Service Non Self- Supporting Revenue Bond Debt	\$43,448,186	\$45,565,304	\$46,982,379	\$43,398,964	\$41,897,428	\$41,285,676	\$41,202,845
Ratio of Annual Debt Service on Non Self-Supporting Revenue Bond Debt to General Operating Expenditures	8.6%	9.1%	8.5%	7.5%	6.9%	6.5%	6.2%
Non Ad Valorem Revenues	\$218,225,204	\$224,644,003	\$224,235,636	\$230,962,705	\$237,891,586	\$245,028,333	\$252,379,183
Ratio of Annual Debt Service Non Self-Supporting Revenue Bond Debt to Non Ad Valorem Revenues	20%	20%	21%	19%	18%	17%	16%
Ratio of Variable Rate Non Self- Supporting Debt to Total Non Self-Supporting Debt	9.0%	8.0%	7.2%	7.1%	7.0%	6.7%	6.5%

Debt Service by Fund

\$50M Environmental Sensitive Land Debt Service, Series 1991

	<u>Amount Budgeted</u>
Principal	\$1,980,000
Interest	583,073
Paying Agent Fees	<u>250</u>
Total	<u>\$2,563,323</u>

Budget Comment

This fund provides for the debt service on the initial \$50,000,000 voted bond issue for the purchase of Environmentally Sensitive Lands. The bonds were issued in FY 1992 and the proceeds were used for the purchase of selected parcels of land considered to be environmentally sensitive should they be used for development. The second issue of \$50,000,000 for the same purpose was sold in FY 1995. In FY 1998, a portion of the series 1991 Bonds were refunded by the Series 1998 Bonds. Funds to retire the bonds are provided from ad valorem taxes.

\$23.375M Refunding Bond of \$30M Park Development Bond

	<u>Amount Budgeted</u>
Principal	\$2,760,000
Interest	544,380
Paying Agent Fees	<u>520</u>
Total	<u>\$3,304,900</u>

Budget Comment

This fund provides for the debt service on the Refunding Bonds Series 1993 issued for the purpose of providing a portion of the funds required to pay the cost of refunding \$21,485,000 of the Series 1987 Park Bond Issue. These bonds mature in 1994 through 2002 and carry an interest rate of 2.65% to 4.8%. Interest is payable on January 1, 1994 and each July and January 1. The original bonds were issued by the County for the purpose of providing the funds required to finance the cost of improving and developing public parks and recreation facilities in the County. Funds to retire the bonds are provided from ad valorem taxes.

Debt Service by Fund

\$50M Environmental Sensitive Land Debt Service, Series 1994

	<u>Amount Budgeted</u>
Principal	\$1,620,000
Interest	898,332
Paying Agent Fees	<u>2,000</u>
Total	<u><u>\$2,520,332</u></u>

Budget Comment

This fund provides for the debt service on the second \$50,000 voted bond issue for the purchase of Environmentally Sensitive Lands. The proceeds are to be used for the purchase of selected parcels of land considered to be environmentally sensitive should they be used for development. In FY 1998, a portion of the Series 1994 Bonds were refunded by the Series 1998 bonds. Funds to retire the bond are provided from ad valorem taxes.

\$59.39M General Obligation Refunding Bonds

	<u>Amount Budgeted</u>
Principal	\$2,925,000
Interest	2,280,047
Paying Agent Fees	<u>5,000</u>
Total	<u><u>\$5,210,047</u></u>

Budget Comment

This fund provides for the debt service on the \$59,390,000 General Obligation Refunding Bonds issued in 1994. The bonds are in \$5,000 denominations, mature from 1994 through 2011, and pay annual interest of 2.50% to 6.75%. Funds to retire the bonds are provided from ad valorem taxes.

Debt Service by Fund

\$45.625M General Obligation Refunding Bonds, Series 1998

	<u>Amount Budgeted</u>
Principal	\$1,480,000
Interest	2,077,794
Paying Agent Fees	<u>500</u>
Total	<u>\$3,558,294</u>

Budget Comment

This fund provides for the debt service on the Refunding Bonds Series 1998 issued for the purpose of providing the funds required (1) to refund a portion of the County's General Obligation Bonds Series 1994 and Series 1991 and (2) to pay the costs of issuing the Bonds. The Bonds are issued in \$5,000 Denominations, mature from 1998 to 2014, and pay annual interest of 3.5% to 5.50%. Funds to retire the Bonds are provided from ad valorem taxes.

\$1M Glades Health Facility Revenue Bond

	<u>Amount Budgeted</u>
Principal	\$60,000
Interest	20,000
Paying Agent Fees	<u>85,000</u>
Total	<u>\$165,000</u>

Budget Comment

This fund provides for the debt service on the \$1 Million Glades Health Facility construction bonds. The bonds mature from 1986 to 2004 and pay annual interest of 5%. Funding for the retirement of the bonds is provided by rental income of the facility.

Debt Service by Fun

\$60.875M Sunshine Pool

	<u>Amount Budgeted</u>
Principal	\$2,155,000
Interest	1,513,337
Recurring Issue Costs	70,152
Paying Agent Fees	<u>25,320</u>
Total	<u>\$3,763,809</u>

Budget Comment

This fund provides for the debt service on the \$60,875,000 pooled financing debt service funds. Proceeds were used to finance land acquisition, construction, and improvements to various general government buildings. This is a pooled financing arrangement with a variable interest rate. The original loan, \$50,875,000, was dated May 1, 1987, with a maturity date of 2016. On May 31, 1988, an additional \$10,000,000 was borrowed and is to be repaid over a 15 year period.

\$233.62M Criminal Justice Facilities

	<u>Amount Budgeted</u>
Principal	\$6,660,000
Interest	3,673,350
Paying Agent Fees	<u>300</u>
Total	<u>\$10,333,650</u>

Budget Comment

This fund provides for the debt service on the Criminal Justice Facilities Revenue Bonds, Series 1990. The Bonds are dated June 15, 1990 and issued in \$5,000 denominations. The serial portion of the bonds mature from 1994 to 2005 and pay annual interest of 6.3% to 7.2%.

In FY 1993, \$120,770,000 of bonds were refunded by \$117,485,000 Criminal Justice Revenue Refunding Bonds, Series 1993. In FY 1997, \$33,550,000 of bonds were refunded by \$32,775,000 Criminal Justice Revenue Refunding Bonds, Series 1997. A total of \$57,925,000 of the Series 1990 Bonds remain outstanding. The principal source of funding for this issue is non ad valorem revenues, currently Sales Tax.

Debt Service by Fund

\$10.47M Airport Centre Building Bond Fund

	<u>Amount Budgeted</u>
Principal	\$390,000
Interest	501,835
Paying Agent Fees	<u>360</u>
Total	<u>\$892,195</u>

Budget Comment

This fund provides for the debt service on the \$10,470,000 bonds issued in FY 1993 for the construction and purchase of a County office facility primarily for the Planning, Zoning and Building Department and Engineering Department. The objective is to provide for a one-stop permitting center and to establish sufficient office space for County operations through the year 2010. This building was developed at the Airport Center on property owned by the county and buildings partially leased by the County.

\$117.485M Criminal Justice Facilities Refunding bonds. Series 1993

	<u>Amount Budgeted</u>
Principal	\$385,000
Interest	6,096,633
Paying Agent Fees	<u>550</u>
Total	<u>\$6,482,183</u>

Budget Comment

This fund provides for the debt service for the advance refunding of \$120,770,000 of the original #233.6M Criminal Justice Facilities Revenue Bonds, series 1990 and to pay the cost of issuing the Bonds, including the municipal bond insurance premium and the cost of the Reserve Account Credit Facility. The Bonds mature from 1994 to 2011 and carry an annual interest rate of 2.75% to 5.375%. The principal source of funding for both issues is non-ad valorem revenues, currently Sales Tax.

Debt Service by Fund

\$26.515M Revenue Refunding Bonds, Series 1993

	<u>Amount Budgeted</u>
Principal	\$1,875,000
Interest	879,900
Paying Agent Fees	<u>2,000</u>
Total	<u><u>\$2,756,900</u></u>

Budget Comment

This fund provides for the debt service on the \$26,515,000 Revenue Refunding Bonds, Series 1993. The bonds were issued in FY 1993 for the purpose of providing funds to advance refund and defease the County's Revenue Bonds, Series 1986; pay the cost of obtaining a Reserve Account Credit Facility in an amount equal to the Debt Service Reserve Requirement; pay the premium for a municipal bond insurance policy and pay the costs of issuing the Series 1993 Bonds. The Bonds mature from 1993 to 2006 and carry an annual interest rate from 2.6% to 5.30%. The major funding source for the debt service is non-ad valorem revenues.

\$22.245M Administrative Complex Revenue Refunding Bonds, Series 1993

	<u>Amount Budgeted</u>
Principal	\$1,005,000
Interest	897,275
Paying Agent Fees	<u>2,600</u>
Total	<u><u>\$1,904,875</u></u>

Budget Comment

The issue Series 1993 provides funds to refund the Palm Beach County Public Building Corporation, Inc. (Administrative Complex) Revenue Refunding Bonds, Series 1986; to fund the Debt Service Reserve Account by the purchase of a surety bond in the amount of the Debt Service Reserve Requirement; to pay the premium for a municipal bond insurance policy and the cost of issuing the Series 1993 Bonds. The Bonds mature from 1994 to 2006 and carry annual interest rates from 3.00% to 5.20%. The main source of funding for the debt service is non-ad valorem revenues.

Debt Service by Fund

\$30.73M Beach Bond Refunding Series 1993

	<u>Amount Budgeted</u>
Principal	\$1,885,000
Interest	1,082,121
Paying Agent Fees	2,500
Debt Service Reserve	<u>3,011,354</u>
Total	<u>\$5,980,975</u>

Budget Comment

This fund provides for the debt service on the \$30,730,000 Beach Acquisition Revenue Refunding Bonds, Series 1993. The bonds were issued in FY 1993 for the purpose of providing funds to advance refund and defease the County's Beach Acquisition Bonds, Series 1986; make a deposit to the Debt Service Reserve Account in the amount of the Debt Service Reserve requirement for the Series 1993 Bonds; pay the premium for a municipal bond insurance policy and pay the costs of issuing the Series 1993 Bonds. The Bonds mature from 1993 to 2007 and carry an annual interest rate from 2.5% to 5.250%. The funding source for the debt service is non-ad valorem revenues, currently Sales Tax.

\$26.38M Criminal Justice Facilities Completion Bonds, Series 1994

	<u>Amount Budgeted</u>
Principal	\$870,000
Interest	1,350,802
Paying Agent Fees	<u>550</u>
Total	<u>\$2,221,352</u>

Budget Comment

This fund provides for the debt service on the Criminal Justice Facilities Completion Bonds, Series 1994. In 1990, \$260,000,000 in bonds were originally authorized to be issued for various criminal justice projects of which \$233,600,000 in bonds were issued. The 1994 completion bonds were issued to fund this construction of the new Belle Glade Jail and completion of the Criminal Justice Facilities. The major funding source is non-ad valorem revenues, currently Sales Tax.

Debt Service by Fund

\$8.585M Okeehetee Golf Course Revenue Bond Fund

	<u>Amount Budgeted</u>
Principal	\$325,000
Interest	440,365
Paying Agent Fees	<u>550</u>
Total	<u>\$765,915</u>

Budget Comment

This fund provides for the debt service on the \$8,585,000 Okeehetee Golf Course Revenue Bonds. The bonds were issued in FY 1993-94 for the construction of a golf course in the Okeehetee Park facility. Funding for the retirement of the bonds is provided by net operating revenues of the golf course.

\$9.375M Non Ad Valorem Revenue Bond

	<u>Amount Budgeted</u>
Principal	\$1,755,000
Interest	46,049
Paying Agent Fees	<u>525</u>
Total	<u>\$1,801,574</u>

Budget Comment

This fund provides for the debt service on the \$9,375,000 bonds issued in FY 1995 for the purchase of Sheriff's vehicles and computer equipment for the County and the Sheriff. The bonds mature in FY 1999. Funding for the debt service is provided from non ad valorem revenues of the County and the Sheriff.

Debt Service by Fund

\$15.175M Judicial Center Parking Facilities

	<u>Amount Budgeted</u>
Principal	\$530,000
Interest	670,723
Paying Agent Fees	<u>775</u>
Total	<u>\$1,201,498</u>

Budget Comment

This fund provides for the debt service on the \$15,175,000 bonds issued in FY 1996 for the construction of a parking facility adjacent to the new Criminal Justice Facility. Funds for the retirement of the bonds are legally available non-ad valorem revenues.

\$4.3M Sheriff Vehicle Loan 1996

	<u>Amount Budgeted</u>
Principal	\$1,017,867
Interest	<u>21,183</u>
Total	<u>\$1,039,050</u>

Budget Comment

This fund provides for the debt service on the \$4,300,000 financing agreement for the purchase of 1996 vehicles for the Sheriff's Department. It is amortized over a three year period. The loan is repaid by non-ad valorem revenues of the Sheriff.

Debt Service by Fund

\$5M Sheriff Vehicle Loan 1997

	<u>Amount Budgeted</u>
Principal	\$1,709,176
Interest	<u>95,281</u>
Total	<u><u>\$1,804,457</u></u>

Budget Comment

This fund provides for the debt service on the \$5,000,000 financing agreement for the purchase of 1997 vehicles and computer equipment for the Sheriff's Department. It is amortized over a three year period. Funding for the debt service is provided from non ad valorem revenues of the Sheriff.

\$26.3M Parks and Recreation Facilities Revenue Bonds

	<u>Amount Budgeted</u>
Principal	\$840,000
Interest	1,268,045
Paying Agent Fees	<u>550</u>
Total	<u><u>\$2,108,595</u></u>

Budget Comment

This fund provides for the Debt Service on the \$26,300,000 bonds issued in FY 1996 for the acquisition and construction of certain public parks and recreation facilities within Palm Beach County. The bonds mature annually for 20 years and the funds for retirement of the bonds are legally available non-ad valorem revenues.

Debt Service by Fund

\$28.010M Stadium Facilities Revenue Bonds, Series 1996

	<u>Amount Budgeted</u>
Principal	\$920,000
Interest	1,325,763
Paying Agent Fees	<u>650</u>
Total	<u>\$2,246,413</u>

Budget Comment

This fund provides for the debt service on the \$28,010,000 Stadium Bonds issued in FY 1997 for the baseball stadium facilities located in the town center of ABACOA, a community in Jupiter, Florida. The bonds mature annually for 20 years and the funds for retirement of the bonds are regally available non-ad valorem revenues.

\$32.775M Criminal Justice Facilities Refunding Bonds, Series 1997

	<u>Amount Budgeted</u>
Principal	\$1,877,663
Interest	<u>550</u>
Total	<u>\$1,878,213</u>

Budget Comment

This fund provides for the debt service for the advance refunding of \$33,550,000 of the original \$233.6M Criminal Justice Facilities Revenue Bonds, Series 1990 and to pay the cost of issuing the Bonds, including the municipal bond insurance premium and the cost of the reserve account credit facility. The Bonds mature in 1998, 2012 and 2013 and carry an annual interest rate of 3.85% to 5.02%. The principal source of funding for both issues is legally available non-ad valorem revenues.

Debt Service by Fund

\$22.425M North county Courthouse and Sheriff's Motor Pool Revenue Bonds, Series 1997

	<u>Amount Budgeted</u>
Principal	\$730,000
Interest	1,004,390
Paying Agent Fees	<u>500</u>
Total	<u><u>\$1,734,890</u></u>

Budget Comment

This fund provides for the debt service on the \$22,425,000 Revenue Bonds issued in FY 1998 for the construction and expansion of the North County Governmental Center and the design and construction of a light industrial maintenance facility for the Sheriff. The bonds mature annually for 20 years and funds for retirement of the bonds are legally available non-ad valorem revenues.

\$2.8M Sheriff Vehicle Loan 1998

	<u>Amount Budgeted</u>
Principal	\$908,905
Interest	<u>100,225</u>
Total	<u><u>\$1,009,130</u></u>

Budget Comment

This fund provides for the debt service on the \$2,800,000 promissary note, series 1998 for the purchase of 1998 vehicles and equipment for the Sheriff's Department. It is amortized over a three year period. Funding for the debt service is provided from non-ad valorem revenues of the Sheriff.

Debt Service by Fund

Water Utilities Debt Service

	<u>Amount Budgeted</u>
Principal	\$6,090,000
Interest	6,807,116
Paying Agent Fees	115,000
Amortization of Issuance Cost	318,800
Debt Service Reserve	<u>1,279,000</u>
Total	<u>\$14,609,916</u>

Budget Comment

The Water Utilities Department currently has six outstanding bond issues plus a State revolving loan participation with the City of West Palm Beach.

1) Water & Sewer System Series 1985 - \$18,645,000 - The proceeds of this issue were used to refund the Revenue Bond Anticipation Notes, Series 1984, which was issued to complete the purchase of the South Palm Beach Utilities System. This is a variable rate bond with maturities ranging from October 1, 1996 to October 1, 2011. The cap on the variable rate is 15.0%.

2) Water & Sewer System Series 1986 - \$59,530,000 - The proceeds of this issue were used to refund \$46,140,000 of the Water & Sewer System Series 1984 bond issue in order to reduce the annual debt service requirements. The savings achieved approximate \$7,500,000 over the life of the issue. The interest rates range from 3.75% for bonds due October 1, 1987, to 7.1% for bonds due October 1, 2011.

3) Water & Sewer System Series 1989 - \$38,000,000 - The proceeds derived from this issue, together with other available moneys of the Water Utilities Department, will be used to pay the cost of certain additions and improvements to the water and sewer facilities of the County in accordance with the Department's Five-Year Capital Improvement Program, as amended and updated annually, and to pay certain costs relating to the issuance of the Series 1989 Bonds.

4) & 5) Water & Sewer Systems Series 1993 A & B - \$15,000,000 & \$29,875,000 - The proceeds of Series A were used to pay the cost of additions to the water systems. The proceeds of Series B were used to refund a portion of the Series 1989 bonds.

6) Water & Sewer Systems Series 1995 - \$54,650,000 - The proceeds derived from this issue, together with other available moneys of the Water Utilities Department will be used to pay the costs of certain additions and improvements to the water and sewer system in accordance with the Department Five-Year Capital Improvement Program and to pay certain costs related to the issuance of the series 1995 bonds.

7) Water & Wastewater Series 1998 - \$30,000,000 - The proceeds from this issue were used to pay the cost of certain additions to water and sewer system per the five-year capital improvement program.

Debt Service by Fund

Airports Debt Service

	<u>Amount Budgeted</u>
Principal	\$5,200,000
Interest	11,428,725
Paying Agent Fees	37,000
Debt Service Reserve	<u>15,661,248</u>
Total	<u><u>\$32,326,973</u></u>

Budget Comment

The Department of Airports currently has three outstanding bond issues.

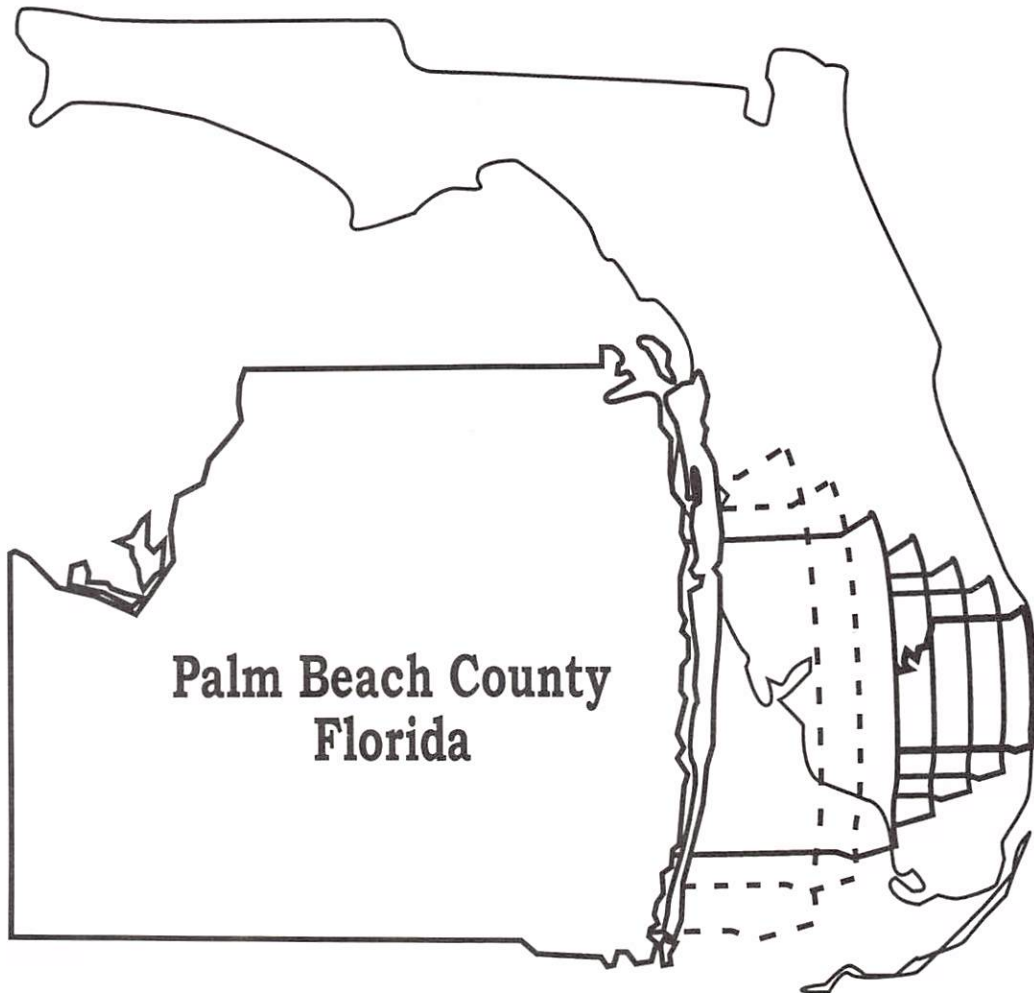
1) Airport System Series 1992 - \$90,690,000- This original 1984 issue consisted of \$124,300,000 in a fixed rate (Series A) and a \$60,000,000 in weekly adjustable/fixed rate bonds (Series B). In May 1986, the Series B bonds were converted to a fixed rate. The bonds were sold to finance improvements to the Palm Beach International Airport System including the general aviation airports in Pahokee and Lantana as well as a new general aviation airport in northern Palm Beach County. On March 5, 1992, the Series 1992 bonds were issued to advance refund the remaining Series 1984 Bonds.

2) Airport System Series 1989 Subordinated Indebtedness - \$3,850,000 - The proceeds of these bonds were used to fund issue costs such as insurance premiums, counsel fees and other expenses for the 1991 refunding bonds.

3) Airport System Series - \$94,815,000 - The proceeds of this issue are being used to refund a portion of the \$188,400,000 Series 1984 Bonds in order to reduce annual debt service requirements. The net present value of the savings is approximately \$10 million.

4) Airport Interest Rate Swap Agreement, 1998 - On February 25, 1998, the County entered into a bond purchase agreement, interest rate swap agreement and related enabling agreements requiring the County to issue \$82,465,000 variable Rate Revenue Refunding Bonds, Series 2002 to refund all of the County's outstanding Airport System Revenue Refunding Bonds, Series 1991 Bonds and all the Airport System Revenue Refunding Bonds, Series 1992 and pay a portion of the issuance costs of the refunding bonds of approximately \$9 million and a reduction of approximately \$11.4 million in the aggregate debt service payments.

Appendices



Glossary

Ad Valorem Tax

A tax levied on the assessed value of real or tangible personal property. Also known as "Property Tax."

Aggregate Millage Rate

The sum of all ad valorem taxes levied by the governing body of a county for countywide purposes excluding voted debt, plus ad valorem taxes levied for any district dependent to the governing body, divided by the total taxable value of the county, converted to a millage rate. Expresses an "average" tax rate.

Appropriation

A legal authorization granted by a legislative body (e.g., Board of County Commissioners) to incur obligations and make expenditures for specific purposes.

Assessed Value

The fair market value of property (real estate or personal), as determined by the County's Property Appraiser. The assessed value less any exemptions allowed by law is the "taxable value."

Balanced Budget

A budget in which estimated revenues and appropriations are equal.

Base Budget

Ongoing expense for personnel, contractual services, supplies and the replacement of equipment required to maintain service levels previously authorized by the Board of County Commissioners.

Board of County Commissioners (BCC)

The legislative and governing body of a county. Also referred to as the "County Commission."

Bond

A certificate of debt containing a promise to pay a specified sum of money (called the face value or principal) at a specified date or dates in the future (called the maturity date) together with periodic interest at a specified rate. Bonds are typically used for long-term debt to pay for specific capital expenditures.

Bond Refinancing

The issuance of bonds to obtain better interest rates and/or bond conditions by paying off older bonds.

Budget

A comprehensive financial plan of operations embodying an estimate of proposed expenditures for a given period and the proposed means of financing them, and specifying the type and level of services to be provided. Most local governments have two types of budgets -- the "Operating Budget" and the "Capital Improvement Budget."

Palm Beach County uses the following terms:

Tentative Budget: County Administrator's recommended budget.

Adopted Tentative Budget: Board's modification to the County Administrator's recommended budget. (Basis for first public hearing).

Final Budget: Board's modified budget at first public hearing. (Basis for second public hearing).

Approved Budget: Board-approved budget at second, and final public hearing.

Budget Amendment

An increase or decrease in budgeted revenues with a corresponding increase or decrease in appropriations within the same fund. The budgeted fund total is changed.

Budget Document

The official written statement which presents the proposed budget to the legislative body (e.g., County Commission).

Budget Message

A general discussion of the proposed budget presented in writing as a part of or supplement to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the County Administrator.

Budget Transfer

A transfer of appropriations or revenues between two or more accounts within the same fund. The budgeted fund total is not changed.

Capital Equipment

Equipment with a value in excess of \$750 and an expected life of more than one year such as automobiles, computers and furniture.

Capital Improvement

Physical assets, constructed or purchased, that have a minimum useful life in excess of one year and a minimum cost of \$25,000. Capital improvements typically involve physical assets such as buildings, streets, water and sewage systems, and recreation facilities.

Capital Improvement Budget

A budget including those approved capital improvement projects contained in the first year of the Capital Improvement Program (CIP).

Capital Improvement Program (CIP)

A plan for capital expenditures to be incurred each year over a fixed period of years to meet anticipated capital needs. It sets forth each project or other contemplated expenditure in which the County is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Outlays

Expenditures which result in the acquisition of, or addition to, fixed assets such as buildings, land, and roads.

Capital Project Fund

A fund established to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary or Trust Funds).

Comprehensive Plan

Required under Chapter 163 of the Florida Statutes, the Plan shall prescribe principles, guidelines and standards for the orderly and balanced future economic, social, physical, environmental and fiscal development of the County.

Contingency

A reserve of funds which are set aside to cover emergencies or unforeseen events that occur during the fiscal year, such as new federal mandates, shortfalls in revenue and unanticipated expenditures.

County

A political subdivision of the State which is empowered to levy and collect taxes and provide services to citizens within its boundaries.

County Budget Officer

Each Board of County Commissioners, pursuant to Florida Statutes, Section 129.025, may designate a county budget officer to carry out budget duties as set forth in Chapter 129. In Palm Beach County, the County Administrator has been designated the County Budget Officer.

County Officers	Independently elected officials including the Clerk of the Circuit Court, Property Appraiser, Sheriff, Supervisor of Elections and Tax Collector. Also referred to as "Constitutional Officers".
Customer Focused Budgeting and Reporting	A performance based budget process which defines each department's mission, articulates program objectives in measurable terms and establishes performance measures to track progress towards meeting those objectives. This method of reporting presents the operating budget in terms of major programs and primary services and first appeared countywide in the FY 1996-97 budget.
Debt Service	Payment of principal and interest related to long-term debt.
Debt Service Fund	A fund used to account for the accumulation of resources for, and payment of, general long-term debt principal and interest.
Deficit (Budget)	The excess of budgeted expenditures over estimated revenues and receipts.
Department	An organizational unit responsible for carrying out a major governmental function, such as Public Safety or Water Utilities.
Dependent Taxing Districts	Taxing Districts that appear separately on the tax bill and are under County control, e.g., County Library and Fire MSTU.
Depreciation	Expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.
Encumbrance	An amount of money committed for the future payment for goods and services not yet received. Encumbrances result from the issuance of a purchase order, contract or formal agreement.
Enterprise Fund	A fund established to account for operations that are financed and operated in a manner similar to private business. The intent is that the full cost of providing the goods or services be financed primarily through charges and fees, thus removing the expense from the tax rate. An example is Water and Sewer.
Exemption	A reduction to the assessed value of property. The most common exemption is the \$25,000 homestead exemption allowed if the owner uses the property as the principal residence. There are also exemptions for disability, government owned and non-profit owned property.

Expenditures

The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset or service or settling a loss.

Fiscal Year

Any period of 12 consecutive months designated as the budget year. The fiscal year used by the County, which is set by State Statute, begins October 1 and ends September 30 of the following calendar year. The fiscal year is designated by the date on which it ends. For example, October 1, 1998 to September 30, 1999 would be Fiscal Year 1999.

Fixed Assets

Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

Franchise Fee

A fee levied on a public service corporation in return for granting a privilege or permitting the use of public property. These fees are usually passed on to the corporation's customers as a cost of doing business. Services subject to franchise fees include electricity, telephone, natural gas, water and cable television.

Full-time Equivalent (F.T.E)

The number of approved positions equated to a full-time basis (e.g., two half-time positions equal one full-time equivalent position).

Fund

An accounting entity with a self-balancing set of accounts, which are segregated for the purpose of carrying on specific activities or attaining certain objectives, in accordance with special regulations, restrictions or limitations.

Fund Balance

The excess of fund assets over its liabilities. A negative fund balance is sometimes called a deficit.

General Fund

A fund containing revenues such as property taxes not designated by law for a special purpose. Some of the departments that are part of the General Fund include Purchasing, Employee Relations & Personnel, and OFMB.

Generally Accepted Accounting Principals (GAAP)

Uniform minimum standards of and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practices at a particular time.

Goal	A long-range desirable result attained by achieving objectives designed to implement a strategy.
Grant	A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.
Half Cent Sales Tax	A state-shared revenue source relying on a percentage of net sales tax revenues (one-half of the fifth cent) remitted to the state. Eligible county governments receive a distribution based on population-based formulas. Use of this revenue is restricted to countywide tax relief or governmental programs as well as long-term debt obligations related to capital projects.
Homestead Exemption	A deduction from the assessed (taxable) value of property permanently occupied by the owner in the State of Florida. The exemption is now \$25,000 for all property owners who qualify.
Impact Fee	A charge to a developer and /or owner/builder to offset the cost of providing capital facilities to meet growth demands. The County assesses impact fees for county owned capital facilities for parks, fire-rescue, library, law enforcement, public buildings, schools and roads.
Independent Taxing Districts	Taxing districts that appear separately on the tax bill and are <u>not</u> under County control, e.g., F.I.N.D., Children Services.
Interfund Transfer	Movement of assets (usually cash) from one fund to another. Also referred to as "Transfers In/Out."
Intergovernmental Revenues	Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.
Internal Service Fund	A fund established for the financing of goods or services provided by one department or agency to other departments or agencies on a cost reimbursement basis.
Lease-purchase Agreements	Contractual agreements which are termed "leases", but which in substance amount to purchase contracts, for equipment and machinery.

Legally Adopted Budget	The total of the budgets of each County fund including budgeted transactions between funds.
Levy	To impose taxes, special assessments, or service charges for the support of County activities.
Liability	Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date. The term does not include encumbrances.
Line-item	A specific item or group of similar items defined by detail in a unique account in the financial records. Revenue and expenditure justifications are reviewed, anticipated and appropriated at this level.
Management Team	A "team" consisting of the County Administrator, Deputy County Administrator, the Assistant County Administrators and Directors of major County Departments.
Mandate	Any responsibility, action or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order or that is required as a condition of aid.
Millage Rate	Rate applied to assessed (taxable) value to determine property taxes. A mill is 1/10th of a penny, or \$1.00 of tax for each \$1,000 of assessed value.
Municipal Services Benefit Unit (MSBU)	A special district created to provide for projects and/or services to a specifically defined area of the County and financed by a special assessment to only those citizens receiving the benefits of those projects or services.
Municipal Services Taxing Unit (MSTU)	A taxing district covering a segment of the unincorporated area of the County, with individual assessed values and millage rates, which provides municipal-type services such as fire-rescue, or road and street improvements to residents of the area.
Municipality	A local government having governmental, corporate and proprietary powers to enable it to conduct municipal government, perform municipal functions and render municipal services.

Net Budget	The legally adopted budget less all interfund transfers and inter-departmental charges.
Non-Ad Valorem Assessments	Charges that are not based on property value, but are levied for specific services on each parcel of property. Examples include charges for solid waste disposal, lighting, drainage and water.
Non-Ad Valorem Revenues	Revenues that are derived from a basis other than property value, e.g., Utility Tax, Gas Tax.
Non-Countywide Revenue	Revenue derived for unincorporated areas of the County, e.g., Franchise Fees.
Non-Countywide Expenditures	Expenditures for the benefit of the unincorporated areas of the County, e.g., Sheriff's Road Patrol, Zoning.
Non-Operating Expenditures	The costs of government services which are not directly attributable to a specific County program or operation. Examples include debt service obligations and contributions to Human Service organizations.
Non-Operating Revenues	The incomes received by the government which are not directly attributable to providing a service. An example is interest on investments.
Non-Tax Revenues	The revenue derived from non-tax sources, including licenses and permits, intergovernmental revenue, charges for service, fines and forfeitures, and various other miscellaneous revenues.
Objective	Something to be accomplished expressed in specific, well-defined, and measurable terms and achievable within a specific time frame.
Operating Budget	A budget for general expenditures such as salaries, utilities and supplies.
Organization	A level of financial reporting and management responsibility under the County's financial system.
Performance Measures	Specific quantitative and qualitative measures of work performed.

Personal Services	Items of expenditures in the operating budget for salaries and wages paid for services performed by County employees, as well as the incidental fringe benefit costs.
Property Tax	Taxes derived from all non-exempt real and tangible personal property located within the County. Property taxes are computed on the basis of multiplying the millage rate by the taxable value of real or personal property.
Proprietary Fund	A fund which operates similarly to the private sector and focuses on the measurement of net income.
Reserve	A specified amount of funds set aside for the purpose of meeting future expenses. Expenditure of reserve funds directly is not allowed. A budget transfer establishing a new appropriation must first be approved by the Board of County Commissioners.
Retained Earnings	An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.
Revenue	Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.
Revenue Bonds	Bonds usually sold to finance the construction of a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.
Rolled-back Rate	The millage rate which, exclusive of new construction, will provide the same property (ad valorem) tax revenue for each taxing entity as was levied during the prior year. The rolled-back rate accounts for changes in the market value of property and represents "no tax increase." The only source of additional tax revenue under the rolled-back rate is taxes levied upon new construction.
Service Level	Services or products which comprise the actual or expected output of a given program.
Single-Member District	A form of representation in which the residents of a District are represented by one County Commissioner voted into office by that District's residents.

Special Revenue Fund	A fund used to account for specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes.
Statute	A written law enacted by a duly organized and constituted legislative body.
Statutory Reserve	FS 129.01 (2)(b) requires revenues to be budgeted at 95% of reasonably anticipated receipts. Palm Beach County budgets a negative 5% Statutory Reserve to accomplish this.
Supplemental Requests	Departmental requests for additional funding in the budget year in order to increase or enhance existing service levels.
Tax Equivalent Revenue	Any revenue that can be used to reduce ad valorem funding requirements on a dollar for dollar basis (e.g., franchise fees, utility taxes).
Tax Rate	The amount of tax stated in terms of a unit of the tax base. For example, 7 mills equals 7 dollars per thousand of taxable value.
Tax Rate Limit	The maximum legal property tax rate at which a taxing authority may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.
Taxable Value	The value used for computing the ad valorem taxes levied against property. The taxable value is the "assessed value" less any exemptions allowed by law.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.
Transfers In/Out	Amounts transferred from one fund to another to assist in financing the services of the recipient fund.

Trim Notice

The Florida Truth in Millage Law of 1980 requires a notice be sent annually to property taxpayers explaining any changes in the millage rate of each taxing authority from the prior year. The notice also includes the time and place of public hearings on proposed millage rates and is designed to keep the public informed about the taxing intentions of the various taxing authorities.

Trust and Agency Fund

A fund used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

Truth in Millage Law (TRIM)

A 1980 Florida law which changed the budget process for local taxing governments. It was designed to keep the public informed about the taxing intentions of the various taxing authorities.

Unincorporated Area

That portion of the County which is not within the boundaries of any municipality.

User (Fees) Charges

The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Utility Tax

A tax levied by the County on the customers of various utilities such as electricity, telephone, gas and water. The tax rate may be levied up to 10.0 percent of the sales price of such utility service or commodity.

Financial Policies Relating to the FY 1998-99 Budget

Palm Beach County's FY 1998-99 Budget has been developed using the policies described in this segment of the Budget document and is intended to facilitate management actions on financial decisions, as well as, to assist other readers of this document in understanding County finances.

The establishment of consolidated financial policies will also have the following beneficial results:

- ◆ Provide a concise reference guide for consideration of County financial matters.
- ◆ Direct attention to overall financial condition, rather than a narrow focus on single issues.
- ◆ Exhibit a commitment to sound financial management and fiscal integrity, establishing credibility and confidence for citizens, investors, and rating agencies.
- ◆ Demonstrate a compliance with applicable Florida statutory requirements.

The financial policies on the following pages are grouped into the following categories:

I. Budget Policies

II. Revenue Policies

III. Expenditure Policies

IV. Reserve Policies

V. Debt Policies

VI. Capital Improvement Policies

I. Budget Policies

I.1 Balanced Budget

The County's Annual Budget shall be balanced; that is, the total of the estimated receipts, including balances brought forward, shall equal the total of the appropriations and reserves (Florida Statutes, 129.01(2)(b)).

I.2 Budget Adoption

The County's Annual Budget shall be adopted by the Board of County Commissioners at a fund level.

I.3 Estimates of Receipts

The receipts division of the budget shall include 95% of all receipts reasonably to be anticipated from all sources, including taxes to be levied, and 100% of balance to be brought forward at the beginning of the fiscal year (Florida Statutes, 129.01(2)(b) and 200.065(2)(a)).

I.4 Contingencies

A reserve for contingencies may be budgeted in each operating and capital fund in an amount not more than 10% of the total fund budget; for reallocation by the Board of County Commissioners as needed to fund unforeseen needs during the budget year (Florida Statutes, 129.01(2)(c)(1)).

I.5 Cash Carryover

A reserve for cash carryover will be budgeted in any fund which requires monies to be carried forward into the budget year to support operations until sufficient current revenues are received. This reserve will not exceed 20% of the fund budget (Florida Statutes, 129.01(2)(c)(2)).

I.6 Budget Transfers

The Director, Office of Financial Management & Budget, has authority to approve intradepartmental transfers during the budget year. All other budget transfers (i.e. between departments, out of contingencies and reserves and between capital projects) require approval of the Board of County Commissioners.

I.7 Budget Performance Reports

The Office of Financial Management and Budget will provide quarterly reports during the budget year to the County Administrator and Board of County Commissioners, evaluating actual revenues and expenditures in comparison to budget.

II. Revenue Policies

II.1 General Revenue Policy

Generally, the County reviews estimated revenue and fee schedules as part of the budget process. Estimated revenue is conservatively projected (at 95% of estimate) for five (5) years and updated annually. Proposed rate increases are based upon:

- ◆ Fee policies applicable to each fund or activity.
- ◆ The related cost of the service provided.
- ◆ The impact of inflation on the provision of services.
- ◆ Equity of comparable fees.

The Revenue Policy of Palm Beach County includes these informal policies, with the addition of:

- ◆ Maintenance of a diversified and stable revenue system to shelter the County from short run fluctuations in any one revenue source.

II.2 Revenue Summaries

As part of the annual budget process, a consolidated summary of revenue sources will be prepared and incorporated into the County's budget documents.

II.3 Ad Valorem Taxes

The use of Ad Valorem tax revenues will be generally limited to the following funds:

Countywide:

- General
- Capital Outlay
- Transportation Improvement
- Parks Improvement
- Public Building Improvement
- Debt Service

Dependent Districts:

- County Library
- Fire-Rescue MSTU's (Jupiter, Glades and Main Fire Rescue MSTU)

Specific allocations of such revenue will be made during the annual budget process.

II.4 Gas Taxes

The use of Gas tax revenues will be generally limited to the following funds:

- County Transportation Trust
- Transportation Improvement
- Transportation Authority

II.5 Sales Taxes

The use of Sales tax revenue will be generally limited to the following funds:

- General
- County Transportation Trust
- Debt Service
- Transportation Improvement

II.6 Impact Fees

Palm Beach County shall require new development activity to pay fair share fees for new capital facilities or expansion of existing facilities. Fees shall not exceed a pro rata share of the reasonably anticipated costs of such improvements.

Impact fees have been implemented for parks, roads, libraries, Fire-Rescue, public buildings, schools, law enforcement and solid waste.

II.7 Utility Tax

The utility tax is a tax imposed on the purchase of utility services. It provides additional revenue necessary to maintain adopted levels of service, primarily for the Sheriff's road patrol.

II.8 Tourist Development Taxes

The use of Tourist Development tax revenues will generally be limited to the Tourist Development Trust Fund and the Beach Improvement Fund.

II.9 Grants

Only such grants which can reasonably be expected to be received will be considered as revenue sources for budget development purposes. The County shall amend its Budget to reflect additional grants received during the budget year.

II.10 Restricted Revenues - Bonds

Revenues which have been pledged to bondholders shall be restricted and shall conform in every respect to bond covenants.

II.11 Countywide Revenues collected on a Countywide basis will be allocated only to funds which provide Countywide services.

II.12 Cost Recovery Fees (User Charges)

Cost recovery fees, where appropriate, should be established to offset the cost of providing specific services, and should be reviewed on a regular basis. Board policy provides for moving towards full recovery, and the Board will examine and act on exceptions to that policy.

Where full cost recovery is deemed inappropriate, cost recovery ratios should be established for consideration by the Board. (Upon approval by the Board, cost recovery ratios will be incorporated into the County's Financial Policies.)

II.13 Private Contributions

The County provides many services to its residents, thereby enhancing the "Quality of Life" in our County.

To the extent possible, efforts should be made to secure private contributions, whether in the form of volunteer services, equipment, or cash contributions. This is particularly important in helping to defray the taxpayer burden of providing programs and activities which may be considered primarily "quality of life" in nature, such as various community services, cultural and recreational activities.

III. Expenditure Policies

III.1 Administrative Charges

The County has in place a federally-approved overhead distribution system which allocates General Fund Administrative Charges to the various County entities benefiting from such administrative activities. The existence of this system assures qualification for federal reimbursement of administrative costs associated with federal programs.

III.2 County Grants

As part of its annual budget process, the County identifies amounts to be granted to various community agencies which provide valuable services to the County's residents.

Because of increasing demands on the County's limited resources, the County will provide a maximum of the amount budgeted to each grant recipient. In the event that a grant recipient requests additional County funding, such request will be considered in the next year's budget process.

III.3 Grant Supported County Programs

The County conducts a variety of programs which depend on outside grants to the County for partial funding. In the event of reductions in such outside funding amounts, the program service levels will be reduced, and additional County support will not be provided to compensate for the reduction of outside funding.

Full recovery of annual and sick leave for employees working under a grant shall be undertaken.

III.4 Performance Measures

The County has developed "Performance Measures" for each of its departments in order to assure that maximum productivity is being achieved.

Where Performance Measures demonstrate that activities could more cost- effectively be provided by outsiders, contracting out of such activities will be considered.

Performance Measures will also provide management with criteria to use in evaluating departmental requests for increased funding levels.

III.5 Categorization of Services

The County will segregate its various services into distinct categories, in order to set priorities for allocating available money.

The categories can be generally defined as follows:

Basic or Core Services - These are services which are best performed at the County level and are most closely linked to protecting the health and safety of citizens. Legally mandated services or commitments are also included in this category.

Maintenance of Effort Services - These are services which the County has traditionally provided.

Quality of Life - These are activities which are provided for more specialized groups and enhance the desirability of Palm Beach County as a place to live.

IV. Reserve Policies

A formally adopted reserve policy is an important factor in maintaining the fiscal health of Palm Beach County.

There are three (3) primary types of reserves:

Operating Reserves
Capital Reserves
Debt Reserves

The degree of need for these reserves differs, based upon the type of fund or operation involved. However, one policy statement for each type of reserve can be uniformly applied to most funds (excluding Airport, and Water and Sewer, which are subject to various regulatory requirements).

Board approval is required to move funds from Reserve accounts into expenditure line items.

IV.1 Operating Reserves

Reserve for Contingency - provides for unexpected expenditures which are deemed necessary during the budget year.

IV.2 Capital Reserves

Capital Reserves are established primarily to set aside funds to provide for additional projects, or additions to existing budgeted projects, which may be deemed appropriate for funding after the Annual Budget is adopted.

IV.3 Debt Reserves

Debt reserves are established to protect bondholders from payment defaults. Adequate debt reserves are essential in maintaining good bond ratings and the marketability of bonds.

The amount of debt reserves is established by bond indenture in association with each bond issuance.

These policy statements are intended to apply to various funds of the County. It is recognized that various Federal, State and Local laws and regulations, and specific financial policies may supersede these policies.

V. Debt Policies

Palm Beach County will use debt financing when it is appropriate. It will be judged appropriate only when the following conditions exist:

1. When non-continuous capital improvements are desired.
2. When it can be determined that future citizens will receive a benefit from the improvement.

When Palm Beach County utilizes long-term debt financing, it will ensure that the debt is soundly financed by:

1. Conservatively projecting the revenue sources that will be utilized to pay the debt.
2. Financing the improvement over a period not greater than the useful life of the improvement.

Additionally, the County has the following policies in relation to debt financing:

1. Where possible, the County uses special assessment, revenue, or self-supporting bonds instead of general obligation bonds.
2. Palm Beach County maintains good communications with bond rating agencies about its financial condition.
3. Palm Beach County will maintain overall net debt less than \$1,200 per capita.
4. Debt service payments on net debt, exclusive of self-supporting debts, will be no more than 10% of general government expenditures.

Annual budgets and long-range forecasts include debt service payments and reserve requirements for all debt currently outstanding and for all proposed debt issues.

V.1 General Obligation Debt

The County will issue general obligation bonds only upon approval of the electorate after a general election as required by the Florida Constitution. Total general obligation debt for Palm Beach County will be maintained at no more than 5% of total assessed valuation of taxable property.

V.2 Non-Self-Supporting Debt

The County may issue non-self-supporting debt to the extent that non-ad valorem revenues are at least twice the annual amount of debt service on the non-self-supporting debt and to the extent that variable interest rate non-self-supporting debt is no more than 25% of total non-self-supporting debt in the aggregate.

V.3 Self-Supporting Debt

The County may issue self-supporting debt for proprietary fund activities based on analyses of revenues and expenses to be incurred as a result of the project or projects to be funded by the debt.

VI. Capital Improvement Policies

VI.1 Six Year Program

The County will develop a six year Capital Improvement Program as part of each year's annual budget process, and will make all capital improvements in accordance with the adopted Annual County Budget.

The County will identify the estimated costs and potential funding sources for each capital project before it is submitted to the Board of County Commissioners as a component of the six year program.

VI.2 Operating Costs

The costs of operating and maintaining all proposed projects will be identified and incorporated into six year financial projections for operations.

VI.3 Capital Financing

The County Administrator will determine, and recommend to the Board, the least costly financing method for all capital projects.

VI.4 Renewal and Replacement

The County shall develop and implement a program for identifying, scheduling and budgeting the renewal and replacement requirements of capital facilities.

Fund Structure and Governmental Accounting

Palm Beach County develops its Budget in accordance with the requirements of the Florida Statutes and generally accepted accounting principles (GAAP). GAAP requires that the budget for certain funds be developed using the modified accrual accounting method. The County develops and adopts budgets for its proprietary (businesslike) funds on the full accrual accounting method.

Fund Accounting

In governmental accounting, the resources of the government are accounted for through funds. A fund is a separate fiscal and budgetary entity. Funds are set up to demonstrate stewardship and fiscal accountability for the resources entrusted to the government. The number and type of funds used is guided by sound financial judgement and the requirements of the Florida Statutes. Palm Beach County utilizes the following types of funds in its Budget:

Governmental Funds

General Fund - This fund is the general operating fund of the Board. It is used to account for all financial resources received by the County, other than those which are accounted for in another fund.

Special Revenue Funds - These funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes (other than Capital Project or Special Assessment type revenues).

Debt Service Funds - These funds are used to account for the accumulation of resources for the payment of principal, interest and other related costs on the general long-term debt of the County.

Capital Project Funds - These funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities or improvements (other than those financed by Proprietary or Special Assessment funds).

Proprietary Funds

Enterprise Funds - These funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Internal Service Funds - These funds are used to account for the goods and services that are provided by departments for the benefit of other County departments, on a cost reimbursement basis.

Measurement Basis

In governmental accounting, the measurement basis used for the accounting system depends on the fund or funds involved.

Governmental funds use the modified accrual basis of accounting. Under this basis, revenues are recognized if they are measurable and available for use during the year. Expenditures are recognized in the period the liabilities are incurred if measurable, except for accrued interest of general long-term debt which is recognized when payment is due to bondholders.

Proprietary funds use the full accrual basis of accounting. Under this basis, revenues are recognized in the period earned and expenses are recognized in the period that the liabilities are incurred.

Financial Statements

In governmental accounting, the focus for budgeting, measuring and reporting on financial activity depends on the funds involved.

Governmental funds are accounted for on a "financial resource flow" focus. This means that governmental fund balance sheets will only contain current assets, current liabilities and the excess of current assets over current liabilities, which is called fund balance or fund equity. Governmental fund operating statements present increases in resources (revenues and other financing sources), uses of resources (expenditures and other financing uses) and changes in fund balances.

Proprietary funds are accounted for on an "income determination" measurement focus. Accordingly, all assets and liabilities are included on their balance sheets. Proprietary fund operating statements present increases (revenues) and decreases (expenses) in total economic net worth (fund equity).

Basis of Budgeting

All funds are budgeted using the modified accrual basis of accounting, including proprietary funds. Fund budgets are prepared using the governmental model essentially as if all funds were special revenue funds. The only exception to this policy is the annual interest expense of proprietary funds which is budgeted on the accrual basis.

Major Revenue Sources

The following listing presents the major sources of revenue included in the FY 1998-99 Adopted Budget:

<u>Revenue Source</u>	<u>Description</u>
Property Taxes	Increase in taxable values of 5.4%. No increase to Countywide millage rate of 4.6000 mills of the previous year. The increased property values, 46.8% of which is from new construction, will generate \$6.97 million more in Countywide tax dollars than FY 1997-98.
Tourist Tax	Tax rate of 4% on transient lodgings.
Gasoline Taxes	Combined tax of 15 cents a gallon. Comprised of local option gas taxes of 11 cents, a Ninth cent gas tax of 1 cent, a Constitutional gas tax of 2 cents, and a County gas tax of 1 cent.
Building Permits	Fees for the issuance of building permits on new construction. New construction for FY 1998-99 is estimated at \$ 1.515 billion.
Federal Grants	Federal grant funding for capital improvements, and a variety of social service and community needs.
State Grants	Various grants for a variety of local needs.
State Shared	Principally composed of State Revenue Sharing, which is a distribution of intangible and cigarette taxes. The revenue is substantially used for General Fund expenditures.
½ Cent Sales Tax	Represents the ordinary distribution by the Department of Revenue, based on 9.653% of the net adjusted sales tax collection by the County and the application of allocation formulas to distribute the tax to the County and its municipalities.
Electric Franchise Fees	Franchise fees on electric revenues of Florida Power and Light (FPL) in the unincorporated areas of the County.
Utility Service Taxes	Tax on the purchase of telecommunication services, electricity and metered or bottled gas in the unincorporated areas of the County.
Charges for Services - Water & Sewer	Represents operating revenues for the County's Water and Sewer Department.

Charges for Services - Airports	Represents operating revenues for the County's Department of Airports. Major revenue components for the fiscal year 1998-99 include landing fees of \$5.2M, rental revenue of \$19.0M, and concession revenue of \$19.7M.
Charges for Services - Other	Represents revenues stemming from charges for current services provided to the public. Major components for the fiscal year 1998-99 include Golf Course greens fees of \$3.5M, judicial court fees of \$4.6M, and bus fares of \$3.7M.
Charges for Services - Public Safety	Represents charges for services received from Public Safety. Major components for the fiscal year 1998-99 are charges for police services and Sheriff fees of \$11.9M, fire protection services of \$6.2M and Animal Care and Control fees of \$2.0M.
Interest	Earnings from investment of funds and profits on sale of investment securities.
Special Assessment & Impact Fees	Assessments represent collections that have resulted from compulsory levies against certain properties to help defray part or all of the cost of specific improvements or services that are of special benefit to the assessed properties themselves. Impact Fees are assessed to offset the cost of providing additional infrastructure required as a result of new development. School impact fee rates doubled in March 1995, because a change in methodology began capturing school facilities costs in addition to land costs in the basis.
Transfers	Represents funds transferred from one fund to another. A transfer out of a fund appears as an expense while a transfer into a fund appears as a revenue.
Debt Proceeds	Represents debt financing for FY 1998-99 in the amount of \$30.8M. Revenue from bonds (\$15.0M) will be issued for the 800 Mhz. Trunked Radio System. Also included is a letter of credit for \$15.8 million for the Donald Ross Road Bridge, which will not be drawn against unless needed for cash flow purposes.
Excess Fees from Constitutional Officers	Represents excess FY 1998-99 revenues from various Constitutional Officers who operate fee supported budgets, i.e., Tax Collector and Property Appraiser. State law requires that any excess of receipts over costs of operation be turned over to the County Commission after year end.

Internal Services

Represent revenues earned by some County funds for providing services to other County funds on a cost reimbursement basis.

Fund Balances

Represent unexpended resources of the previous fiscal year. The major components of fund balances are proceeds of bond issues and other resources which have been set aside for capital improvements. In addition, fund balances also provide funding for County operating programs.

Property Taxes

Property Taxes (also called Ad Valorem Taxes) represent Palm Beach County's largest single revenue source. State laws carefully dictate regulations on how counties and other taxing entities must proceed in levying property taxes. Following are the highlights relating to Palm Beach County's property taxes:

Basis

County property taxes are based on two types of property:

1. Real Estate - land and improvements thereon.
2. Tangible Personal Property - business fixtures, equipment and machinery, household goods, personal effects, etc. (household goods and personal effects of Florida legal residents are exempt.)

(Note: "Intangible Personal Property" is a State tax, handled directly by the State Department of Revenue.)

The value of property for tax purposes is established according to law and professional appraisal practice by the County Property Appraiser, an elected constitutionally established officer.

Exemptions The major exemptions from property tax are:

Homestead	- \$25,000 for all permanent residents of Florida.
Widows	- \$500 for widows who are permanent residents of Florida.
Disability	- \$500 for permanent residents of Florida who are totally and permanently disabled.
Quadriplegic	- Total exemptions for any real estate owned and used as a homestead by a Quadriplegic.
Institutions	- Total exemptions for sections of not-for-profit organizations used for literary, scientific, educational, and charitable purposes.
Government	- Total exemptions for all governmental property.

Rates

Property tax rates are expressed as a "millage rate", which is applied to taxable property values to calculate the property tax to be paid. One "mill" is 1/10th of a penny, or \$1.00 of tax for each \$1,000 of taxable value.

Example:

On an "average" taxable value of \$75,000, a millage rate of 4.8582 mills, as included in the FY 1998-99 Adopted Budget, would yield a property tax bill of \$364.37, calculated as follows:

Property Value	\$100,000
Less: Homestead Exemption	<u>-25,000</u>
Taxable Value	\$ 75,000

$$\frac{\text{Taxable Value}}{1,000} \times \text{Millage Rate} = \text{Tax Bill}$$

$$\frac{\$ 75,000}{1,000} \times 4.8582 = \$364.37$$

Maximum Millage Rate

Florida Statutes limit the Countywide millage rate to a maximum of 10 mills, excluding voter-approved debt service millage rates.

Rolled-Back Rate

A significant concept in Florida statutes relating to property tax levies is the "Rolled-Back Rate"; it is defined as that millage rate which, exclusive of new construction, will provide the same property (ad valorem) tax revenue as was levied during the prior year. The Rolled-Back Rate is calculated as follows:

- (A) Prior year tax proceeds
- (B) Current year adjusted taxable value
(i.e. excluding new construction)
- (A) divided by (B) = Rolled-Back Rate

Procedure

The Florida statutory requirements relating to formally establishing the millage rate are complex. Following are two of the most significant steps in the procedure:

Notification Each property owner is notified, prior to public hearings on the County Budget, of proposed property taxes for each parcel of taxable property owned.

Public Hearings Each property owner is also notified of the dates and times of public hearings to finalize the Budget and millage rate. Each is finalized at the second of two public hearings.

Collection

Taxes are collected by the County Tax Collector, an elected, constitutionally established officer. Discounts are available for payments in the following months:

Monthly Payment	Discount
November	4%
December	3%
January	2%
February	1%

Taxes become delinquent on April 1, and are then subject to penalty fines.

Taxing Entities

There are a great number of taxing entities in the geographical boundaries of Palm Beach County.

The property taxes levied by and paid to Palm Beach County and its dependent districts consist of the following for FY 1998-99:

- Countywide
- Dependent Taxing Districts:
 - Palm Beach County Library
 - Glades Regional Fire MSTU
 - Fire-Rescue Countywide MSTU
 - Jupiter Fire-Rescue

Description of Revenues by Type

Current Ad Valorem Taxes

Property taxes are computed as a percentage of the taxable value of real property and personal property.

Licenses, Permits, and Other Taxes

Revenue derived from the issuance of local licenses, permits and other taxes. Licenses include both professional and occupational licenses; permits consist of building and various other permits; other taxes consist of user-type taxes, franchise fees and delinquent ad valorem taxes.

Inter-Governmental Revenues

This group of accounts includes all revenues received from federal, state and other local governmental sources in the form of grants, shared revenues and payments-in-lieu-of-taxes.

Charges for Services

This series of accounts includes all revenues stemming from charges for current services excluding revenues of internal service funds.

Fines & Forfeitures

This group of accounts includes revenues received from fines and penalties imposed for the commission of statutory offenses, violations of lawful administrative rules and regulations, and for neglect of official duty. Forfeits include revenues resulting from confiscation of deposits or bonds held as performance guarantees.

Miscellaneous Revenue

Miscellaneous revenues consist of sources not otherwise provided for in the preceding categories. These include interest earnings, rents and royalties, special assessments, sale and compensation for loss of fixed assets, sale of surplus materials and contributions from private sources.

Balances Forward, Transfers and Other

Amounts received by the County which are not additions to the assets of the government as a whole, although they may be to the receiving fund. These items include inter-fund transfers and inter-fund reimbursements, except the receipts of an internal service fund. This category also includes fund balances carried over from the previous year.

Intra-Governmental Revenues

Those revenues derived from goods and services furnished by central service agencies of the County to other departments and funds.

Description of Expenditures by Object

Personal Services

Expense for salaries, wages and related employee benefits provided for all persons employed by the County whether on full-time, part-time, temporary or seasonal basis. Employee benefits include employer contributions to a retirement system, social security, life and health insurance, workers' compensation, unemployment compensation insurance and any other similar direct employee benefits.

Operating Expenses

Includes expenditures for goods and services which primarily benefit the current period and are not defined as personal services or capital outlays. Examples include professional services, accounting and auditing, other contractual services, travel and per diem, communications, utilities, rentals and leases, repair and maintenance, promotional activities, office supplies, operating supplies, road material and supplies, books, publications, subscriptions, memberships, and other current charges not otherwise classified.

Capital Outlay

Outlays for the acquisition of or addition to fixed assets. This includes land, buildings, improvements other than buildings, machinery and equipment, and construction in progress.

Debt Service

Outlays for debt service purposes including principal, interest and other debt service costs.

Grants and Aids

Includes all grants, subsidies and contributions to other governmental agencies and private organizations excluding transfers to agencies within the same governmental entity.

Non-Operating

Includes all transfers between funds which do not represent operating expenditures including transfers between the Board of County Commissioners, the Constitutional Officers and other taxing authorities. This category also includes all reserves.

Description of Expenditures by Activity Type

General Government

A major class of services provided by the legislative, judicial and administrative branches of County government as a whole. This classification encompasses the Board of County Commissioners, administration (including central service staff departments), Auditing, Property Appraisal, Tax Collection, Finance, Legal, Planning, Judicial, Supervision of Elections, and various other general government services.

Public Safety

A major category of services provided by the County for the security of persons and property. This category includes law enforcement, fire control, detention and/or correction, protective inspections, emergency and disaster relief services, ambulance and rescue services, investigative autopsies, consumer affairs and all other costs primarily related to public safety.

Physical Environment and Utilities

The cost of services provided by the County for the primary purpose of achieving a satisfactory living environment by controlling and utilizing elements of the environment. Services include water and sewage, mosquito and aquatic plant control, sand transfer and beach restoration, soil conservation and agriculture, and all other services related to the physical environment.

Transportation

Costs of services provided by the County for the safe and adequate flow of vehicles, travelers and pedestrians. This category includes the County Transportation Trust, the Transportation Authority, the Department of Airports, and various funds associated with the construction and maintenance of roads within the County Road Program.

Economic Environment

The cost of providing services which develop and improve the economic condition of the community and its citizens. Services included are industry development, veterans services, housing and community development, and all other costs primarily related to economic environment.

Health and Human Services

The cost of providing services for the care, treatment and control of human illness, injury or handicap, and for the welfare of the community as a whole and its individuals. Expenditures classified under this function include hospital services, health care, animal regulation, homes for the infirm, mental health, welfare, retardation, and other human services.

Culture and Recreation

The cost of providing and maintaining cultural and recreational facilities and activities for the benefit of citizens and visitors. This category includes libraries, parks and related programs, cultural services, special events and special recreational facilities.

Internal Services

Those expenses incurred exclusively by internal service funds in providing goods and services to user departments or agencies. This category includes fleet management, employee health insurance, casualty self-insurance, workers' compensation, information system services and graphics.

Transfers, Reserves and Other

This is a basic account category to provide for disbursements which are not classified as expenditures. Included in this group are inter-fund transfers, reserves, redemption of long and short-term debts and transfers between the Board of County Commissioners and Constitutional Officers.

Grants Provided

The County provides grants to various entities and includes such amounts in its budget. Following are grants provided through the General Fund in the 1998-99 Budget:

<u>Agency</u>	<u>Actual FY 96-97</u>	<u>Estimated FY 97-98</u>	<u>Agency Request FY 98-99</u>	<u>Approved FY 98-99</u>
<u>Category I Agencies</u>				
<u>Comprehensive Alcoholism Rehabilitation Prog.</u> Provides alcohol and drug abuse treatment services and conducts programs to increase public awareness of chemical dependency and the results of such dependency.	\$ 830,964	\$ 830,964	\$ 830,964	\$ 830,964
<u>Crisis Line Information and Referral Services</u> Provides crisis intervention, suicide prevention, telecommunication for the deaf and information and referrals on a 24 hours per day, 7 days per week basis, free of charge.	28,530	28,531	29,355	29,386
<u>Drug Abuse Foundation of Palm Beach County</u> Provides services to encourage and support the process of recovery and to promote drug-free living for substance abusers, potential substance abusers and their families residing in the Southern Palm Beach County Catchment area.	464,725	464,725	487,961	464,725
<u>Drug Abuse Treatment Association</u> Provides drug abuse treatment and prevention programs for chemically dependent persons that will alleviate the drug abuse and related problems. Services are provided through outpatient and residential treatment as well as education programs.	144,903	144,903	144,903	144,903
<u>45th Street Mental Health Center</u> Provides mental health services to residents of the northern section of the County including crisis intervention, assessment, medication clinics, outpatient services, case management, residential treatment and crisis stabilization.	612,243	612,243	612,243	612,243
<u>Gratitude Guild</u> Supports and promotes a 24 hours per day residential treatment facility for substance abusing adult women.	65,198	65,198	68,457	65,198
<u>Jeff Industries</u> Provides paid employment, training and work experience in various trades for adults suffering from chronic mental illness.	54,580	54,580	60,038	54,580
<u>PANDA</u> Provides comprehensive detoxification, residential and outpatient service to addicted mothers in the Glades communities. The program is operated by Western Palm Beach County Mental Health Clinic.	208,005	208,006	208,006	208,006

<u>Agency</u>	<u>Actual FY 96-97</u>	<u>Estimated FY 97-98</u>	<u>Agency Request FY 98-99</u>	<u>Approved FY 98-99</u>
<u>Parent-Child Study Center of the Palm Beaches</u> Provides various mental health services such as stabilization, consultation and education to children, adolescents and their families in the North Catchment area of the County.	\$ 183,688	\$ 183,688	\$ 183,688	\$ 183,688
<u>South County Mental Health Center</u> Provides various services to improve the quality of life of mentally disabled clients residing in the South Catchment area of Palm Beach County.	992,963	992,963	992,963	992,963
<u>Wayside House, Inc.</u> Provides a residential treatment and rehabilitation program for females suffering from alcohol and drug addiction in the South Catchment area of the County.	66,999	67,000	67,000	67,000
<u>Western Palm Beach County Mental Health Clinic</u> Provides mental health, alcohol and drug treatment services to residents of the Western Palm Beach County Catchment area.	187,311	187,312	187,312	187,312
<u>Totals for Category I Agencies</u>	<u>\$ 3,840,109</u>	<u>\$ 3,840,113</u>	<u>\$ 3,872,890</u>	<u>\$ 3,840,968</u>
<u>Category II Agencies</u>				
<u>Adopt-A-Family</u> Sustain families for twelve to eighteen months until the family attains self-sufficiency by providing total care management, emergency assistance, adoption support and supportive services.	81,000	131,049	134,930	134,930
<u>Aid to Victims of Domestic Assault</u> Provides shelter and various other services to victims of domestic assault. Also works to educate the community as to the nature of such violence and its effects on individuals, families and society.	41,370	45,753	47,749	47,343
<u>Alzheimer's Association, Greater Palm Beach Area Chapter</u> Provides Alzheimer's Disease and related disorders families with needed medical/social service providers at all stages of the disease.	99,999	100,000	130,000	107,558
<u>Association for Retarded Citizens of Palm Beach County</u> Provides direct services and referrals to mentally retarded citizens living in the eastern section of the County. Works with legislators to ensure the rights of the mentally retarded and speaks to groups to promote acceptance and understanding on the part of the public.	39,999	40,000	57,500	57,500
<u>Center for Group Counseling Faulk Foundation</u> Provides free or low-cost psychological counseling in mixed groups with a professional counselor for those unable to afford private treatment.	68,837	68,838	78,000	70,903

<u>Agency</u>	<u>Actual FY 96-97</u>	<u>Estimated FY 97-98</u>	<u>Agency Request FY 98-99</u>	<u>Approved FY 98-99</u>
<u>Center for Family Services</u>				
<u>Child Care Resource and Referral Program</u>	\$ 45,555	\$ 42,085	\$ 61,330	\$ 41,250
Provides counseling to help parents determine what their specific child care needs are in order to constructively influence social conditions which are detrimental to positive family functioning.				
<u>Child Keyppers of Florida</u>	18,900	18,900	18,900	18,900
Works to prevent kidnapping and abduction of children through seminars and Child Safety Days. Also works to recover missing children by printing and distributing posters.				
<u>Communities in Schools</u>	30,032	33,000	36,079	33,990
Works to reduce the dropout rate in schools by identifying those at risk of dropping out of school, and providing the human services necessary to encourage the students to stay in school.				
<u>Comprehensive Aids Program of Palm Beach County</u>	49,777	50,000	60,000	51,500
Provides AIDS education to adults between the ages of 18-35 who are at high risk for HIV infection and reside in one of ten target communities.				
<u>Crisis Line Information and Referral Services</u>	66,000	66,000	72,600	72,600
Geriatric Crisis and Outreach, a program of Crisis Line Information & Referral Services, provides early intervention through crisis stabilization in order to reduce the emotional, financial, and social costs to the client, human care system and society in general, and support the elderly so that they may remain in the least restrictive environment possible.				
<u>Deaf Service Center</u>	67,000	67,000	73,700	73,700
Provides comprehensive services to hearing impaired persons and normal hearing people and organizations who need to interact with the hearing impaired.				
<u>Epilepsy Association of the Palm Beaches</u>	39,147	40,900	40,900	40,900
Assists individuals with epilepsy and their families in securing information, diagnosis, treatment, education and habilitation services in order to achieve their full potential.				
<u>Farmworkers Coordinating Council of Palm Beach County</u>	60,469	60,469	60,469	60,469
Provides services to migrant, seasonal farmworkers and other disadvantage individuals. Services include counseling, information and referral, translation, transportation, educational, housing and health programs, emergency food, clothing and financial assistance.				
<u>Glades Area Association for Retarded Citizens</u>	37,234	37,234	46,983	46,983
Provides educational and vocational services for mentally retarded preschoolers and adults in the western section of the County. Additionally, public education and advocacy services are provided.				

<u>Agency</u>	<u>Actual FY 96-97</u>	<u>Estimated FY 97-98</u>	<u>Agency Request FY 98-99</u>	<u>Approved FY 98-99</u>
<u>Haitian Alliance for Community Services</u> Acts as a service and advocacy agency for Haitians living in the County. Also promotes English literacy, interprets, translates and helps clients access other social services.	\$ 196,627	\$ 200,000	\$ 200,000	\$ 103,000
<u>Haitian Center for Family Services</u> Provides case management and advocacy for Hatians living in areas of the County south of Boynton Beach.	0	0	165,000	103,000
<u>Healthy Mothers/Healthy Babies Coalition of Palm Beach County</u> Promotes, through the cooperative efforts of public and private agencies, the improved health of children and women of child-bearing age in the County.	85,351	88,750	95,000	91,412
<u>Hispanic Human Resources</u> Provides a comprehensive network of social services to Hispanic and other low-income, disadvantaged individuals. Also provides direct and access services to those who, due to language, cultural barriers, physical handicaps or lack of awareness, are unable to use available community services.	29,214	30,000	30,000	30,000
<u>Hospice by the Sea</u> Provides medical care and comfort to patients who have been diagnosed as being terminally ill with a life expectancy of one year or less	35,700	35,700	37,500	36,771
<u>Legal Aid Society</u> Provides legal representation to a minimum of 200 victims of domestic violence at domestic violence hearings and continues representation through the divorce process when appropriate.	58,134	58,134	65,000	65,000
<u>The Lord's Place</u> Provides food and shelter to the hungry and homeless in Palm Beach County. Operates three (3) family shelters of which one shelter is located in Broward County, one dormitory for women and two vans which deliver food and clothes to low income areas and migrant camps. Operates the USDA surplus food program	108,000	108,000	110,292	110,292
<u>Mental Health Association of Palm Beach County</u> Provides a comfortable safe location for those suffering from chronic emotional/mental illness to attend group meetings and socialize during regularly scheduled hours.	19,999	20,000	20,000	20,000
<u>Nell Smith Residence</u> Provides long-term group foster home care for abused, neglected and abandoned teenage girls.	19,269	26,218	0	0

<u>Agency</u>	<u>Actual FY 96-97</u>	<u>Estimated FY 97-98</u>	<u>Agency Request FY 98-99</u>	<u>Approved FY 98-99</u>
<u>Noah Building Blocks</u> Provides child care and prenatal/parenting education for teen parents to improve the developmental potential of the children and assist the parents in becoming effective caregivers.	65,000	67,251	65,185	65,185
<u>Palm Beach Habilitation Center</u> Trains adults with disabilities to become employable and to maximize their development toward full or greater independence at work, home and in the community.	39,254	39,414	61,353	61,353
<u>Parent-Child Center, Inc.</u> Provides group and individual intervention aimed at preventing or reducing the incidence of spouse abuse and other forms of domestic violence.	60,000	60,000	60,000	60,000
<u>Rehabilitation Center for Children and Adults</u> To improve physical function, independence, communication, and social skills of patients referred by licensed Florida Physicians through the process of rehabilitative services.	50,964	50,965	52,500	52,500
<u>Seagull Industries for the Disabled</u> Provides training to moderately to severely mentally retarded adults which will enable them to function as independently and self-sufficiently as possible within the limits of their abilities.	29,500	29,500	73,550	51,500
<u>Coalition for Independant Living</u> Provides advocacy and training, addressing the comprehensive needs of people with disabilities which limit their ability to participate in one or more aspects of daily living.	0	0	42,383	25,932
<u>Center for Family Services-Travelers' Aid</u> Provides services to individuals and families from outside of the County who, while in the County, have lost the ability to function and cope well enough to meet their daily needs in order to sustain life. Also reunites these people with their families and hometown resources outside of the County.	47,521	45,700	59,343	59,343
<u>United Way of Palm Beach County - Retired Senior Volunteer Program</u> Recruits, interviews and places senior volunteers in non-profit human service agencies in order to provide financial savings to the agency, community taxpayers along with an experience of personal fulfillment to the volunteer.	26,250	26,250	37,511	27,035
<u>Women Service Network</u> Provides a transitional housing program in the northern area of the County to serve homeless, single women and their children.	51,438	51,438	59,114	52,981
<u>YWCA-Harmony House</u> Provides shelter, counseling and transportation to women and children victims of domestic violence.	33,452	36,000	45,400	45,400

<u>Agency</u>	<u>Actual FY 96-97</u>	<u>Estimated FY 97-98</u>	<u>Actual Request FY 98-99</u>	<u>Approved FY 98-99</u>
<u>Children's Home Society</u> Provides outreach, education and transportaion to runaway youth who face sleeping on the streets.	0	0	14,500	14,500
<u>YWCA-Mobile Van</u> Provides therapeutic and recreational activities to economically disadvantaged seniors and preschoolers throughout the County.	\$ 27,921	\$ 28,000	\$ 45,400	\$ 28,840
<u>Totals For Category II Agencies</u>	\$ 1,728,913	\$ 1,802,548	\$ 2,258,171	* 1,962,570
<u>Total - All Agencies</u>	\$ 5,569,022	\$ 5,642,661	\$ 6,131,061	\$ 5,803,538
<u>Other County Sponsored Programs</u>				
<u>School Board of Palm Beach County - Title XX Day Care Match</u> Local match for state and federal funds that are distributed to child day care centers throughout the County, enabling low-income children to receive day care services.	\$ 199,207	\$ 200,000	\$ 200,000	\$ 200,000
<u>Mae Volen Senior Center</u> Provides community care and transportation programs and other supportive services to improve the quality of life and prevent the premature institutionalization of senior citizens residing in South County.	89,629	91,400	91,400	154,000
<u>Health & Human Services Planning Association</u> Maintains a funding and planning database of all service providers within the County, provides technical assistance to increase funding and provides support for community efforts to address health and human service issues.	85,000	85,000	85,000	55,000
<u>HIV Prevention Plan</u> Developed by the Public Health Unit in cooperation with the HIV Health Services Planning Council to increase education and testing efforts in both the public and private sectors of the County.	69,141	103,000	103,000	103,000
<u>Totals for County Sponsored Programs</u>	\$ 442,977	\$ 479,400	\$ 479,400	\$ 512,000
<u>Total - All Agencies and Programs</u>	\$ 6,011,999	\$ 6,122,061	\$ 6,610,461	\$ 6,315,538

Category I Agencies - Direct consumer services and/or services relevant to the planning and evaluation of social service systems provided by an agency that has requested financial assistance to meet operating expenditures. In this category, the County has a legal obligation to participate with the agency in the acquisition of local matching funds to meet Federal/State local match requirements.

Category II Agencies - Direct consumer services and/or services relevant to the planning and evaluation of social service systems provided by an agency that has requested financial assistance to meet operating expenditures. In this category, the County has no legal obligation to participate in the acquisition of local matching funds.

Grants Received

The County receives grants from both the Federal Government and the State of Florida. The following grants are included in the annual budget.

<u>Department</u>	<u>Purpose</u>	<u>Funding Agency</u>	<u>Expiration Date</u>
Airports	The Airport Improvement Program provides funds for capital improvements.	Federal-DOT/FAA State-DOT	Various
Community Services Head Start and Children Services	The Head Start Program provides comprehensive services to low-income, pre-school children and their families. Special areas of need are: development for disabled children; training in needs assessment and technical assistance; credential/technical training in child development practices.	Federal-HHS	9/30/99
	The Child Care Food Program provides Type A breakfasts, lunches, and afternoon snacks to pre-school children on a daily basis.	Federal-USDA	9/30/98
Community Action Program	The Community Service Block Grant provides supportive, informational, referral and various other services to low and moderate income families.	Federal-HHS	9/30/98
	The Low Income Home Energy Assistance Program targets the energy needs of low income and elderly populations due to unseasonably hot temperatures.	Federal-HHS	3/31/99
Division of Senior Services	Titles III-B, C1 and C2 provide transportation, recreational, educational, congregate and home delivered meals to senior citizens.	Federal-HHS USDA	12/31/99
	Community Care for the elderly provides case management, personal care, homemaking, respite and adult day care services to functionally impaired adults.	State-HRS	6/30/99
Human Services	The Homeless Grant, Americorps and HUD Supportive Housing provide emergency services and referral to prevent or alleviate homelessness, provide job training and housing opportunities to enable welfare recipients and at-risk individuals to achieve greater independence.	State-HRS Federal-HUD Federal-CNCS	Various
Senior Aides	The Senior Aides Employment Program provides part-time employment for qualifying men and women.	Federal-DOL	6/30/99
Adult Migrant	The Adult Migrant Program provides employment and training services to eligible farm workers and their families.	Federal-DOL	07/31/99

Grants Received

<u>Department or Division</u>	<u>Purpose</u>	<u>Funding Agency</u>	<u>Expiration Date</u>
Ryan White Care Program	The AIDS Program is designed to deliver or enhance HIV and ambulatory support services including case management and comprehensive treatment services for individuals and families of those diagnosed HIV positive.	Federal-HHS	Various
Court Administration	Funding provides financial support for child support enforcement, victims of crimes and court reporting programs.	Federal-HHS State-Court Admin	Various
Criminal Justice Commission	The Local Law Enforcement Block Grant provides funds for crime prevention programs and law enforcement support.	Federal-Dept of Justice	9/30/00
Environmental Resources Mgmt.	Environmental Protection funds assist the County in developing artificial reefs, preserving shorelines and enhancing waste recycling methods.	State-Dept. of Environmental Protection	Various
HCD	Housing & Community Development's goals are to revitalize communities by providing decent housing and a suitable living environment, as well as, provide emergency shelter for the homeless.	Federal-HUD	Various
Library	Funding assists in the provision of public library services that meet the informational, educational, cultural and recreational needs of County residents.	Federal-DOE State-Dept of State	9/30/99
Mass Transportation	UMTA provides funds for operating assistance and capital improvements.	Federal-DOT State-DOT	Various
Metro-Planning Organization	Funding provides for transportation planning for the eastern urbanized portion of Palm Beach County.	Federal-DOT State-DOT	Various
Public Safety Emergency Management	Funding assists in the development of an effective organization and to plan and coordinate emergency activities in case of natural disaster.	Federal-FEMA	9/30/99
Emergency Medical	The purpose of the EMS program is to monitor and enforce the standards and regulations for the EMS System, to coordinate data, evaluate and report on the quality of care delivered and identify the effectiveness of the EMS System.	State-HRS	9/30/99

Budget Preparation Calendar

FY 1998-99

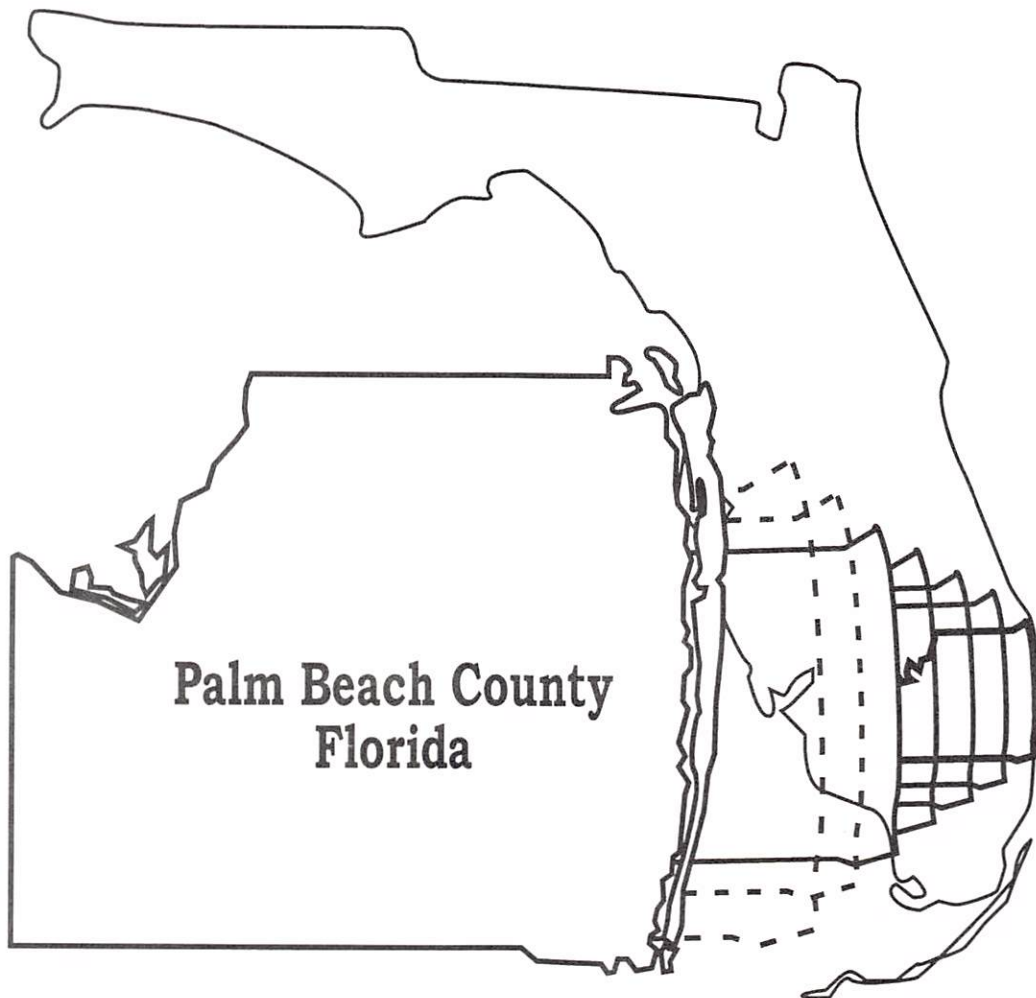
<u>Date</u>	<u>Activity</u>	<u>Participants</u>
October 1 - December 1	Update CIE/Tax Requirements and calculate adjusted budget	OFMB
January 23	SWA Disposal Fee budget estimates due	OFMB Solid Waste Authority
February 20	Distribution of Budget Instructions Manual covering operating budgets and capital budget and the related forms/printouts to Departments and Agencies	OFMB
February 20 - March 27	Development of Departmental estimates for current year and budget requests for subsequent year (revenues and operating expenditures)	Departments/Divisions
February 20 - March 13	Development of Non-Departmental revenue estimates for current year and projections for subsequent year	OFMB
March 2 - March 13	Line item budget data input training sessions	OFMB Department/Divisions
March 13 - March 27	Submission of Departmental operating budget requests and CIE projections (Forms 400 & 401) to OFMB (including on-line input by Departments): - Department Group 1 - due March 13 - Department Group 2 - due March 20 - Department Group 3 - due March 27 See page B-10 for specific department groupings.	Departments/Divisions
March 16 - March 30	Forwarding of specific requests to proper Departments for technical review: - data processing requests to ISS - facility improvement requests to Facility Mgmt. - telephone requests to Communications Division - new vehicle requests to Fleet Management Div.	OFMB

March 16 -	Review and analysis of program summaries and	OFMB
April 10	budget requests/recommendation of funding levels	
April 3	Submission of Capital Project Proposals for the Six Year Period FY 1998-99 through FY 2003-04	Departments/Divisions
April 13 - May 4	Calculation of tax requirements & gross budget and completion of overall budget review	OFMB
May 1	Submission of Constitutional Officers' budget requests	Sheriff Clerk of Courts Supervisor of Elections
May 6 - May 8	Meetings with Management Team to discuss and finalize budget strategies	County Administrator Management Team
May 27 - May 29	BOARD WORKSHOPS - Discussion of budget strategies	BCC County Administrator OFMB Departments/Divisions
May 30	Estimate of assessed property value provided to the Board (F.S. 200.065 (7))	Property Appraiser
May 30	Submission of Property Appraiser's budget request: -to State Department of Revenue -to BCC. (F.S. 195.087 (1)(a))	Property Appraiser
June 1 - June 5	Completion of draft "Tentative Budget" document	OFMB
June 15 - June 22	OFMB review of draft Tentative Budget document	OFMB
June 24	Submission of draft Tentative Budget document to County Administrator	OFMB
June 30	Submission of Tentative Budget to Board by the County Budget Officer (County Administrator) (F.S. 129.03 (3))	County Administrator OFMB
July 1	Certification of taxable property values to Board (F.S. 193.023 (1); 200.065 (11))	Property Appraiser

July 8	BOARD WORKSHOPS - Recommended Tentative	BCC
July 9	budget and tentative millage, including the Proposed	County Administrator
July 10	Six Year Capital Improvements Program	Management Team
		OFMB
		Departments/Divisions
		Constitutional Officers
July 14	BOARD MEETING - Setting of Tentative Millage for Certification to Property Appraiser	BCC
		OFMB
July 15	Tentative budget amendments to Property Appraiser's budget from Department of Revenue: -to Property Appraiser -to BCC (F.S. 195.087 (1)(a))	Dept. of Revenue
July 20 - August 21	Summarize Board directions during Workshops into an "Adopted Tentative" Budget for First Public Hearing	OFMB
July 21	Notification to Property Appraiser of proposed millage rate, rolled back rate, and date, time and place of First Public Hearing (F.S. 200.065 (2)(b))	OFMB
August 1	Submission of Tax Collector's budget request: -to State Department of Revenue -to BCC (F.S. 195.087 (2))	Tax Collector
August 14	Last date to submit request for carry-forward funding	Departments/Divisions
August 15	Property Appraiser's budget: -BCC comment period ends -Final budget amendments from Department of Revenue (F.S. 195.087 (1)(a))	BCC
		OFMB
		Property Appraiser
		Dept. of Revenue
August 21	Mailing of Notices of Proposed Property Taxes and First Public Hearing Date (i.e. "TRIM" Notice) (F.S. 200.065 (2)(b))	Property Appraiser
August 31 - September 11	Development of approved equipment list for upcoming fiscal year	OFMB

September 8 (7:00 p.m.)	FIRST PUBLIC HEARING - Adopt proposed millage and amended tentative budget. (F.S. 200.065 (2)(c))	BCC County Administrator OFMB
September 15	Submission to newspaper of advertisements of Second Public Hearing and Budget Summary Statement	OFMB
September 15	Submission of approved equipment list for upcoming fiscal year to Purchasing and ISS	OFMB
September 21	Publication of newspaper advertisements of Second Public Hearing and Budget Summary Statement (F.S. 129.03 (3)(b); 200.065 (2)(d) and (3)(l))	OFMB
September 24 (7:00 p.m.)	SECOND PUBLIC HEARING - Adopt final millage and budget (F.S. 200.065 (2)(d))	BCC County Administrator OFMB
September 25	Submission of approved millage levy resolution and budget to Property Appraiser, Tax Collector, and Department of Revenue (F.S. 200.065 (4))	OFMB
September 25	Submission of additional approved equipment list for upcoming fiscal year to Purchasing and ISS	OFMB
October 1	Beginning of new fiscal year	
N/A	Certification of final taxable values (F.S. 200.065 (5))	Property Appraiser
N/A	Adjustment to adopted millage rate (if greater than +/- 3%) (F.S. 200.065 (5))	OFMB
October 1 - November 20	Update and print adopted Budget Documents	OFMB
October 2	Certification of Compliance submitted to Department of Revenue (F.S. 200.068)	OFMB
December 4	Submission of Budget Documents to GFOA Awards Program	OFMB

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